

GAO

Report to the Chairman and Ranking  
Minority Member, Subcommittee on  
Defense, Committee on Appropriations,  
U.S. Senate

July 1995

# DEFENSE RESEARCH AND DEVELOPMENT

## Affiliations of Fiscal Year 1993 Trustees for Federally Funded Centers



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Defense Research and  
Development:  
Affiliations of Fiscal  
Year 1993 Trustees  
for Federally  
Funded Centers

National Security and  
International Affairs Division

B-259058

July 26, 1995

The Honorable Ted Stevens  
Chairman  
The Honorable Daniel K. Inouye  
Ranking Minority Member  
Subcommittee on Defense  
Committee on Appropriations  
United States Senate

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This report responds to your request that we provide information on the boards of trustees who served in fiscal year 1993 at the Department of Defense (DOD) Federally Funded Research and Development Centers (FFRDC). Specifically, we are providing information on (1) how trustees are elected to each board; (2) FFRDC trustees and officers who left in fiscal year 1993 to take executive positions in the federal government; (3) trustees' representation on the Defense Science Board (DSB); (4) retired command-level officers on the FFRDC boards; (5) trustees sitting on more than one FFRDC board, and affiliated with non-DOD FFRDCs; and (6) the fiscal year 1993 and prior affiliations by FFRDC and by individual trustees, and the trustees having the most individual affiliations (with FFRDCs, universities, private sector firms, the federal government, and the military). We plan to separately provide you with information on the fiscal year 1993 costs and stipends associated with these trustees and other DOD FFRDC management advisory personnel.

## Background

The FFRDCs were established during World War II to meet special research needs that federal and private sector facilities could not provide. The number of FFRDCs has varied over the years, but in fiscal year 1993 there were 39,<sup>1</sup> 10 sponsored by DOD—the Aerospace Corporation (ASF), the CNA Corporation (CNA), the Institute for Defense Analyses (IDA), the Lincoln Laboratories (LLB), the Logistics Management Institute (LMI), the MITRE Corporation (MTR), the Rand Corporation (RND),<sup>2</sup> and the Software Engineering Institute (SEI). Each FFRDC is managed by a private sector nonprofit company or university, and funded primarily through a renewable sole-source contract with a maximum 5-year term. The 8 boards

## DISTRIBUTION STATEMENT A

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<sup>1</sup>Of 29 non-DOD FFRDCs, 19 are managed by the Department of Energy, 6 by the National Science Foundation, and 1 each by the Federal Aviation Administration, the Internal Revenue Service, the National Institutes of Health, and the National Aeronautics and Space Administration.

<sup>2</sup>RND's one board of trustees manages its three FFRDCs—the Arroyo Center for the Army, Project Air Force, and the National Defense Research Institute for DOD.

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of trustees<sup>3</sup> for the 10 DOD FFRDCs had 158 fiscal year 1993 members, but only 141 individual members, as some trustees sat on more than 1 board. In fiscal year 1993, Congress appropriated about \$1.4 billion for the DOD FFRDCS.

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## Results in Brief

Six FFRDC boards of trustees are elected, while two (LLB and SEI) are appointed by the provost of the university that manages them—Massachusetts Institute of Technology (MIT) and Carnegie Mellon University, respectively. RND has 5-year terms, with a 2-consecutive term limit until age 72; MTR has 3-year terms, with a 2-term limit until age 72; ASP has 3-year terms, with a 3-consecutive term limit; SEI has 4-year terms, with a 2-term limit; CNA has 3-year terms, with a 2-consecutive term limit; IDA has 3-year terms with no term limits; LMI has 1-year terms with no term limits; and LLB trustee appointments are for unlimited terms. The six nonuniversity boards provide their FFRDCS guidance and overall management direction, while the LLB and SEI boards only provide advice and recommendations for FFRDC activities to their respective university boards.

In fiscal year 1993, there were eight trustees and officers who left the DOD FFRDCS to take executive-level positions in the federal government. (See app. I.)

In fiscal year 1993, 16 trustees sat on more than 1 DOD FFRDC board (15 sat on 2 and 1 on 3), 13 sat on the 1993 DSB (representing 21 percent of its total membership), and 12 had non-DOD FFRDC affiliations. The 21 retired admirals and generals that sat on the DOD FFRDC boards represented 15 percent of the total fiscal year 1993 board memberships. (See app. II.)

There were over 1,200 (over 700 fiscal year 1993 and over 400 prior) trustee affiliations, with the total affiliations for individual DOD FFRDCS ranging from about 50 to over 300. Total affiliations for individual trustees ranged from 1 to 26. (See app. III.)

The detailed affiliation information for all the current fiscal year 1993 and prior affiliations of each individual trustee on each DOD FFRDC board are listed alphabetically in appendix IV.

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<sup>3</sup>To simplify discussion, all DOD FFRDC board members are called "trustees" in this report.

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## Scope and Methodology

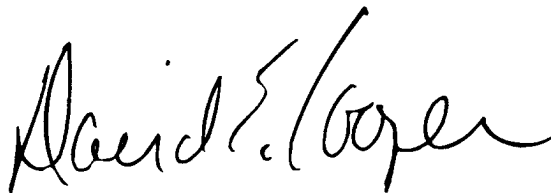
We obtained from each DOD FFRDC a list of trustees and short biography for each individual. We added to this list the affiliations found in the 1994 Who's Who in America, and in the 46,000 private sector companies' key personnel listed by Standard and Poor's and Compact Disclosure. We believe that these sources provided us a listing of affiliations sufficient to give the Subcommittee extensive, but not necessarily complete, information. We further limited the affiliations listed to those with (1) other DOD and non-DOD FFRDCs; (2) private sector companies (executive-level positions only), including those companies having the most fiscal year 1993 DOD prime contracts; (3) universities, including those having the most fiscal year 1992 and 1993 DOD research and development funding; (4) the federal government; and (5) command positions in the armed services. Our work was done from November 1994 through July 1995.

As agreed with your staff, we did not obtain formal written agency comments; however, we did discuss the information presented in this report with DOD officials, and revised the text where appropriate. The affiliations we list were also sent to each trustee for verification, and adjusted as instructed by those trustees that provided changes.

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Unless you publicly announce the contents of this report earlier, we plan no further distribution until 30 days from its issue date. At that time, we will send copies to the Secretaries of Defense, the Army, the Navy, and the Air Force; the Director, Office of Management and Budget; other congressional committees and subcommittees; and each of the DOD FFRDCs. We will also make copies available to others on request.

If you or your staff have any questions about the information presented in this report, please contact me on (202) 512-4587. The major contributors to this report are listed in appendix V.



David E. Cooper  
Director, Acquisition Policy, Technology,  
and Competitiveness Issues

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## Abbreviations

ASP	Aerospace Corporation
CEO	chief executive officer
CNA	CNA Corporation
DOD	Department of Defense
DSB	Defense Science Board
FAA	Federal Aviation Administration
FFRDC	Federally Funded Research and Development Center
IDA	Institute for Defense Analysis
LLB	Lincoln Laboratories
LMI	Logistics Management Institute
MIT	Massachusetts Institute of Technology
MTR	MITRE Corporation
NATO	North Atlantic Treaty Organization
R&D	Research and Development
RND	Rand Corporation
SEI	Software Engineering Institute

# FFRDC Officials Who Left in Fiscal Year 1993 to Take Executive-Level Positions in the Federal Government

Name	Position left	Date left	Position taken
Dr. Ashton Carter	MTR—trustee	6/93	Assistant Secretary of Defense for International Security Policy
John Deutch	MTR—advisor to board	3/93	Deputy Secretary of Defense
Dr. Anita Jones	MTR—trustee	5/93	Director, Defense Research and Engineering
John Knubel	LMI—vice president	10/92	Senior Assistant to the Chief Financial Officer, Nuclear Regulatory Commission
Walter Mondale	RND—trustee	9/93	Ambassador to Japan
Dr. William Perry	MTR—advisor to board	3/93	Secretary of Defense
Walter Slocombe	LLB—trustee	8/93	Principal Deputy Under Secretary of Defense for Policy
Dr. Sheila Widnall	LLB—trustee	8/93	Secretary of the Air Force

# Trustee Fiscal Year 1993 Summaries Concerning Seats on Various Boards and Prior Military Service

**Table II.1: Trustees Sitting on More Than One DOD FFRDC Board**

<b>Name</b>	<b>FFRDC</b>	<b>Name</b>	<b>FFRDC</b>
Dr. P. Pierre	ASP, CNA, LLB	Gen. B. Rogers	IDA, LMI
Dr. C. Baird	CNA, LMI	Dr. J. Ruina	LLB, MTR
Dr. J. Borsting	CNA, IDA	Dr. J. Shea	ASP, LLB
Dr. R. Davis	ASP, IDA	Gen. L. Skantze	ASP, LMI
Gen. R. Dougherty	ASP, IDA	Dr. A. Wheelon	ASP, RND
R. Everett	LLB, MTR	Dr. S. Widnall	ASP, LLB
Dr. J. Fox	ASP, LMI	C. Zraket	CNA, MTR
Gen. R. Marsh	MTR, SEI	Dr. C. Zwick	ASP, RND

Note: ASP had the most—nine—board members sitting on other boards; LLB had five; CNA, IDA, LMI and MTR all had four; RND had two; and SEI one.

**Table II.2: Trustees Sitting on the Fiscal Year 1993 Defense Science Board**

<b>Name</b>	<b>FFRDC represented</b>
E. Aldridge, Jr.	ASP
Dr. P. Pierre	ASP, CNA, LLB
Dr. J. Shea	ASP, LLB
Gen. R. Dougherty	ASP, IDA
Dr. J. Welch	LLB
R. Everett	LLB, MTR
Gen. B. Randolph	LLB
G. Whitesides	LLB
J. Foster, Jr.	LMI
Dr. A. Carter	MTR
Dr. G. Heilmeyer	MTR
Dr. A. Jones	MTR
S. Buchsbaum	RND

Note: The 13 DOD FFRDC trustees represent 21 percent of the fiscal year 1993 Defense Science Board membership. There were also four fiscal year 1993 consultants to the DSB and five past members.



**Appendix II**  
**Trustee Fiscal Year 1993 Summaries**  
**Concerning Seats on Various Boards and**  
**Prior Military Service**

**Table II.3: DOD FFRDC Trustees**  
**Affiliated With Non-DOD FFRDCs**  
**During Fiscal Year 1993 and Prior**  
**Years**

<b>Name</b>	<b>Affiliation</b>	<b>Non-DOD FFRDC</b>
Dr. A. Carter, MTR	Research Associate	Brookhaven National Lab, Fermi National Accelerator Lab
J. Foster Jr., LMI	Director	Lawrence Livermore National Lab
A. Kerman, LLB	Consultant	Argonne, Brookhaven, Lawrence Berkeley, Lawrence Livermore, Los Alamos, and Oak Ridge National Labs
Dr. E. Martin, SEI	Member, Advisory Committee	Los Alamos National Lab
Dr. J. Palms, IDA	Member, Advisory Committee, Member	Oak Ridge and Los Alamos National Labs
Dr. P. Pierre, ASP,CNA,LLB	Member, Advisory Board	Los Alamos National Lab
Dr. W. Press, IDA	Consultant	Lawrence Livermore and Los Alamos National Labs
Dr. B. Richter, LLB	Director	Stanford Linear Accelerator Center
Dr. A. Sage, CNA	Consultant	Battelle Memorial Institute
R. Shannon, ASP	Consultant	Lawrence Livermore National Lab, Idaho National Engineering Lab
Dr. H. Shull, IDA	Trustee	Fermi National Lab
Gen. L. Welch, IDA	Member, Advisory Committee	Lawrence Livermore National Lab

**Appendix II**  
**Trustee Fiscal Year 1993 Summaries**  
**Concerning Seats on Various Boards and**  
**Prior Military Service**

**Table II.4: Retired Generals and Admirals Sitting on Fiscal Year 1993 DOD FFRDC Boards**

<b>Generals</b>	
Robert Barrow	Bernard Rogers
Russell Dougherty	Alan Salisbury
Alexander Haig, Jr.	Brent Scowcroft
Robert Herres	Lawrence Skantze
Robert Marsh	William Smith
Edward Meyer	William Tuttle
Robert Pursley	Larry Welch
Bernard Randolph	
<b>Admirals</b>	
Albert Baciocco, Jr.	George Kinnear II
Huntington Hardisty	Robert Long
Bobby Inman	Harry Train II

Note: These 21 retired officers represent 15 percent of the total 141 DOD FFRDC trustees in fiscal year 1993.

# Trustee Fiscal Year 1993 Summaries Concerning DOD and Other Affiliations

**Table III.1: Total, Current Fiscal Year 1993, and Past Affiliations for All DOD FFRDC Trustees**

<b>FFRDC</b>	<b>Trustee</b>	<b>Fiscal year 1993</b>	<b>Past</b>	<b>Total</b>
ASP	22	120	85	205
CNA	29	199	126	325
IDA	20	98	65	163
LLB	17	91	56	147
LMI	18	64	40	104
MTR	21	154	89	243
RND	22	131	63	194
SEI	9	41	14	55
Subtotal	158	898	538	1,436
Less multiple counts <sup>a</sup>	17	128	69	197
<b>Total</b>	<b>141</b>	<b>770</b>	<b>469</b>	<b>1,239</b>

<sup>a</sup>There were 15 trustees sitting on 2 DOD FFRDC boards, and 1 sitting on 3 boards. This adjustment to overall totals deletes the 15 double and 1 triple count of affiliations caused by the multiple board seats.

**Table III.2: Number of Affiliations for the 141 DOD FFRDC Trustees**

<b>Trustee affiliation</b>	<b>Number of trustees</b>	<b>Percent</b>
1 to 5	38	27
6 to 10	59	42
11 to 15	34	24
16 to 26	10	7

**Table III.3: Individual Trustees With the Greatest Number of Affiliations**

<b>Trustee</b>	<b>FFRDC</b>	<b>Fiscal year 1993</b>	<b>Past</b>	<b>Total</b>
Albritton, Joe	MTR	25	1	26
Byrom, Fletcher	CNA	21	5	26
Davis, Dr. Ruth	ASP,IDA	17	7	24
Haig, A. Jr.	CNA	10	13	23
Rice, Lois	CNA	12	11	23
Brown, Dr. Harold	RND	13	7	20
Palms, Dr. John	IDA	7	11	18
Evans, Daniel	CNA	14	2	16
Inman, Bobby	CNA	9	7	16
Rumsfeld, Donald	RND	12	4	16

Note: For the above trustees' specific affiliations, see appendix IV.

Appendix III  
Trustee Fiscal Year 1993 Summaries  
Concerning DOD and Other Affiliations

Table III.4: Total DOD FFRDC  
Affiliations by Category

Category	Total	ASP	CNA	IDA	LLB	LMI	MTR	RND	SEI
DOD FFRDC	220	32	40	30	27	24	31	25	11
Non-DOD FFRDC	23	3	2	6	8	1	2	0	1
University	84	12	31	10	12	4	7	7	1
University with DOD R&D <sup>a</sup>	126	17	31	12	15	1	32	15	3
Private sector	528	70	144	55	23	41	91	88	19
Private sector with DOD	83	14	13	6	10	10	14	9	7
Federal government	132	18	20	9	24	3	31	24	3
Military	201	37	36	29	26	18	30	15	10
Other	39	5	8	6	2	2	5	11	0
<b>Total<sup>b</sup></b>	<b>1,436</b>	<b>205</b>	<b>325</b>	<b>163</b>	<b>147</b>	<b>104</b>	<b>243</b>	<b>194</b>	<b>55</b>

<sup>a</sup>Research and development (R&D). There are 197 duplicate affiliations resulting from trustees sitting on more than 1 board. Therefore, there are only 1,239 total individual affiliations.

Table III.5: Current Fiscal Year 1993  
DOD FFRDC Affiliations by Category

Category	Total	ASP	CNA	IDA	LLB	LMI	MTR	RND	SEI
DOD FFRDC	196	32	34	26	24	21	25	24	10
Non-DOD FFRDC	10	2	1	1	5	0	0	0	1
University	49	7	18	6	5	4	3	5	1
University with DOD R&D	77	10	19	7	9	1	20	9	2
Private sector	396	45	97	43	19	32	73	71	16
Private sector with DOD	51	8	7	5	5	4	9	8	5
Federal government	27	2	6	0	7	0	8	2	2
Military	64	10	11	7	15	1	12	4	4
Other	28	4	6	3	2	1	4	8	0
<b>Total<sup>a</sup></b>	<b>898</b>	<b>120</b>	<b>199</b>	<b>98</b>	<b>91</b>	<b>64</b>	<b>154</b>	<b>131</b>	<b>41</b>

<sup>a</sup>There are 128 duplicate affiliations resulting from trustees sitting on more than 1 board. Therefore, there are only 770 current fiscal year 1993 individual affiliations.

**Appendix III**  
**Trustee Fiscal Year 1993 Summaries**  
**Concerning DOD and Other Affiliations**

**Table III.6: Past DOD FFRDC  
Affiliations by Category**

<b>Category</b>	<b>Total</b>	<b>ASP</b>	<b>CNA</b>	<b>IDA</b>	<b>LLB</b>	<b>LMI</b>	<b>MTR</b>	<b>RND</b>	<b>SEI</b>
DOD FFRDC	24	0	6	4	3	3	6	1	1
Non-DOD FFRDC	13	1	1	5	3	1	2	0	0
University	35	5	13	4	7	0	4	2	0
University with DOD R&D	49	7	12	5	6	0	12	6	1
Private sector	132	22	47	12	4	9	18	17	3
Private sector with DOD	32	6	6	1	5	6	5	1	2
Federal government	105	16	14	9	17	3	23	22	1
Military	137	27	25	22	11	17	18	11	6
Other	11	1	2	3	0	1	1	3	0
<b>Total<sup>a</sup></b>	<b>538</b>	<b>85</b>	<b>126</b>	<b>65</b>	<b>56</b>	<b>40</b>	<b>89</b>	<b>63</b>	<b>14</b>

<sup>a</sup>There are 69 duplicate affiliations resulting from trustees sitting on more than 1 board. Therefore, there are only 469 past individual affiliations.

# Trustee Fiscal Year 1993 Affiliations by Category

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## Introduction

Included in this appendix are the current fiscal year 1993 and prior years' affiliations for each of the 141 DOD FFRDC trustees at the (1) ASP, (2) CNA, (3) IDA, (4) LLB, (5) LMI, (6) MTR, (7) RND, and (8) SEI.

The affiliations listed were taken from the biographies provided by each DOD FFRDC, the 1994 Who's Who in America, and the Standard & Poor's and Compact Disclosure data bases on 46,000 private sector companies' key personnel. The affiliations shown were also limited to those associated with (1) DOD and non-DOD FFRDCs; (2) private sector firms, including those receiving the most fiscal year 1993 DOD prime contracts; (3) universities, including those receiving the most fiscal year 1992 and 1993 DOD research and development funds; (4) the federal government; (5) command positions in the armed services; and (6) other relevant affiliations. Individual lists of affiliations were sent to each trustee for verification, and the data corrected as indicated by their replies. For each trustee, all current fiscal year 1993 affiliations are shown first (in bold type), followed by all the prior years' affiliations.

**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
Category**

**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--ASP**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Aldridge, Jr.	E	C	ASP	President, CEO	C	DOD FFRDC
Aldridge, Jr.	E	C	Defense Science Board	Member	C	Military
Aldridge, Jr.	E	C	Sybase Inc.	Director	C	Private sector firm
Aldridge, Jr.	E	C	Draper Labs	Director	C	Private sector firm--DOD
Aldridge, Jr.	E	C	Space Policy Advisory Board	Member	P	Federal government
Aldridge, Jr.	E	C	DOD	Deputy Assistant Secretary	P	Military
Aldridge, Jr.	E	C	Air Force	Secretary	P	Military
Aldridge, Jr.	E	C	System Planning Corp.	Vice President	P	Private sector firm
Aldridge, Jr.	E	C	McDonnell Douglas Electronic Systems	President	P	Private sector firm--DOD
Davis	Dr. Ruth	M	IDA	Trustee	C	DOD FFRDC
Davis	Dr. Ruth	M	ASP, Board of Trustees	Chairman	C	DOD FFRDC
Davis	Dr. Ruth	M	Softech Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	BTG, Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Principal Financial Group	Director	C	Private sector firm
Davis	Dr. Ruth	M	Consolidated Edison Co. of New York	Trustee	C	Private sector firm
Davis	Dr. Ruth	M	Varian Associates Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Giddings & Lewis Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Principal Mutual Life Insurance Co.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Premark International Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	SPRINT Corp.	Director	C	Private sector firm
Davis	Dr. Ruth	M	SSDS, Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Air Products & Chemicals Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Pymatuning Group Inc.	President, CEO	C	Private sector firm
Davis	Dr. Ruth	M	Ceridian Corp.	Director	C	Private sector firm--DOD
Davis	Dr. Ruth	M	California University, Berkeley Advisory Board	Member	C	University with DOD R&D
Davis	Dr. Ruth	M	Pennsylvania University Board of Overseers	Member	C	University with DOD R&D
Davis	Dr. Ruth	M	Department of Energy	Assistant Secretary	P	Federal government
Davis	Dr. Ruth	M	DOD	Deputy Under Secretary	P	Military
Davis	Dr. Ruth	M	American University	Professor	P	University
Davis	Dr. Ruth	M	Pittsburgh University	Professor	P	University with DOD R&D
Davis	Dr. Ruth	M	Harvard University	Professor	P	University with DOD R&D
Davis	Dr. Ruth	M	Pennsylvania University	Professor	P	University with DOD R&D
Davis	Dr. Ruth	M	Maryland University	Professor	P	University with DOD R&D
Dougherty	Gen. Russell	E	ASP, Board of Trustees	Vice Chairman	C	DOD FFRDC
Dougherty	Gen. Russell	E	IDA	Trustee	C	DOD FFRDC
Dougherty	Gen. Russell	E	Defense Science Board	Member	C	Military
Dougherty	Gen. Russell	E	National Defense University Board of Visitors	Member	C	Military
Dougherty	Gen. Russell	E	Falcon Foundation	Director	C	Other
Dougherty	Gen. Russell	E	McGuire, Woods, Battle & Boothe	Attorney	C	Private sector firm

**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
Category**

**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--ASP**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Dougherty	Gen. Russell	E	DynCorp	Director	C	Private sector firm--DOD
Dougherty	Gen. Russell	E	Strategic Air Command	Commander-in-Chief	P	Military
Dougherty	Gen. Russell	E	NATO Allied Command (Europe)	Chief of Staff	P	Other
Dougherty	Gen. Russell	E	Enron Corp.	Director	P	Private sector firm
Erlenborn	John	N	ASP	Trustee	C	DOD FFRDC
Erlenborn	John	N	U.S. House of Representatives	Member	C	Federal government
Erlenborn	John	N	Custodial Trust Co.	Director	C	Private sector firm
Erlenborn	John	N	Seyforth, Shaw, Fairweather & Geraldson	Of Counsel	C	Private sector firm
Fossum	Dr. Robert	R	ASP	Trustee	C	DOD FFRDC
Fossum	Dr. Robert	R	Chief of Naval Operations Executive Panel	Member	C	Military
Fossum	Dr. Robert	R	Southwest Research Institute	Trustee	C	Private sector firm
Fossum	Dr. Robert	R	Draper Lab Corp.	Member	C	Private sector firm--DOD
Fossum	Dr. Robert	R	Oak Ridge Associated Universities	Director	C	University
Fossum	Dr. Robert	R	Southern Methodist University	Professor	C	University
Fossum	Dr. Robert	R	Defense Advanced Research Projects Agency	Director	P	Military
Fossum	Dr. Robert	R	Naval Postgraduate School	Dean	P	Military
Fossum	Dr. Robert	R	ESL, Inc.	Vice President	P	Private sector firm
Fox	Dr. J	R	ASP	Trustee	C	DOD FFRDC
Fox	Dr. J	R	LMI	Trustee	C	DOD FFRDC
Fox	Dr. J	R	Harvard University	Professor Emeritus	C	University with DOD R&D
Fox	Dr. J	R	Air Force	Deputy Assistant Secretary	P	Military
Fox	Dr. J	R	Army	Assistant Secretary	P	Military
Fox	Dr. J	R	Defense Systems Management College	Chairman, Board of Visitors	P	Military
Garn	Edwin	J	ASP	Trustee	C	DOD FFRDC
Garn	Edwin	J	Broadcast International, Inc.	Director	C	Private sector firm
Garn	Edwin	J	Huntsman Chemical Corp.	Vice Chairman	C	Private sector firm
Garn	Edwin	J	Franklin Quest	Director	C	Private sector firm
Garn	Edwin	J	Dean Witter Funds, New York	Director	C	Private sector firm
Garn	Edwin	J	John Alden Life Insurance Co.	Director	C	Private sector firm
Garn	Edwin	J	U.S. Senate	Member	P	Federal government
Herres	Gen. Robert	T	ASP	Trustee	C	DOD FFRDC
Herres	Gen. Robert	T	Trinity University	Board Member	C	University
Herres	Gen. Robert	T	Vice President's Space Policy Advisory Board	Member	P	Federal government
Herres	Gen. Robert	T	Joint Chiefs of Staff	Vice Chairman	P	Military
Herres	Gen. Robert	T	United States Space Command	Commander-in-Chief	P	Military
Hoffman	Wayne	M	ASP	Trustee	C	DOD FFRDC
Hoffman	Wayne	M	Rohr Industries	Director	C	Private sector firm
Hoffman	Wayne	M	Sun America, Inc	Director	C	Private sector firm
Hoffman	Wayne	M	Tiger International Inc.	Chairman of the Board	P	Private sector firm



**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
Category**

**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--ASP**

<b>Last name</b>	<b>First name</b>	<b>MI</b>	<b>Firm</b>	<b>Position</b>	<b>FY93</b>	<b>Affiliation</b>
Hoffman	Wayne	M	New York Central Railroad	Executive Vice President	P	Private sector firm
Hoffman	Wayne	M	Flying Tiger Line	Chairman	P	Private sector firm
Jensen	Robert	P	ASP	Trustee	C	DOD FFRDC
Jensen	Robert	P	Bank of New York	Advisory Director	C	Private sector firm
Jensen	Robert	P	G.K. Technologies, Board of Directors	Chairman	C	Private sector firm
Jensen	Robert	P	Jostens, Inc.	Chairman of the Board	C	Private sector firm
Jensen	Robert	P	Conoco, Inc.	Director	P	Private sector firm
Jensen	Robert	P	Irving Trust Co.	Director	P	Private sector firm
Jensen	Robert	P	E.F. Hutton	Chairman	P	Private sector firm
Jensen	Robert	P	Howmet Corp.	President, CEO	P	Private sector firm
Jensen	Robert	P	Penn Central Corp.	Director	P	Private sector firm
Jensen	Robert	P	Tiger International Inc.	Chairman of the Board	P	Private sector firm
Jensen	Robert	P	Arrow Electronics, Inc.	Director	P	Private sector firm
Jensen	Robert	P	Singer Co.	Director	P	Private sector firm
Jensen	Robert	P	Irving Bank Corp.	Director	P	Private sector firm
Kinnear II	Adm. George	E	ASP	Trustee	C	DOD FFRDC
Kinnear II	Adm. George	E	New England Digital Corp.	Vice-Chairman, CEO	C	Private sector firm
Kinnear II	Adm. George	E	Compaq Computer Corp.	Director	C	Private sector firm
Kinnear II	Adm. George	E	Precision Standard, Inc.	Director	C	Private sector firm
Kinnear II	Adm. George	E	University of Southern California	Board Member	C	University with DOD R&D
Kinnear II	Adm. George	E	Navy Air Fleet	Commander	P	Military
Kinnear II	Adm. George	E	Grumman Aerospace Corp.	Senior Vice President	P	Private sector firm--DOD
Kinnear II	Adm. George	E	George Washington University	Faculty Member	P	University
Kinnear II	Adm. George	E	University of New Hampshire	Executive Vice President	P	University
Naka	Dr. F	R	ASP	Trustee	C	DOD FFRDC
Naka	Dr. F	R	Air Force Scientific Advisory Board	Vice Chairman	C	Military
Naka	Dr. F	R	CERA Inc.	President, CEO	C	Private sector firm
Naka	Dr. F	R	CAE Link Corp.	Director	C	Private sector firm--DOD
Naka	Dr. F	R	University of Missouri, Engineering Advisory	Member	C	University
Naka	Dr. F	R	NASA Space Program Advisory Council	Member	P	Federal government
Naka	Dr. F	R	Air Force	Deputy Under Secretary	P	Military
Naka	Dr. F	R	Air Force	Chief Scientist	P	Military
Naka	Dr. F	R	GTE Government Systems Corp.	Vice President	P	Private sector firm
Naka	Dr. F	R	Science Applications, Inc.	Corporate Vice President	P	Private sector firm--DOD
Naka	Dr. F	R	Raytheon, Detection and Instruments	Director	P	Private sector firm--DOD
Pierre	Dr. Percy	A	CNA	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	LLB	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	ASP	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	Defense Science Board	Member	C	Military

**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--ASP**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Pierre	Dr. Percy	A	Los Alamos National Lab Advisory Board	Member	C	Non-DOD FFRDC
Pierre	Dr. Percy	A	The Hitachi Foundations, Governing Board	Member	C	Other
Pierre	Dr. Percy	A	CMS Energy Corp.	Director	C	Private sector firm
Pierre	Dr. Percy	A	Old Kent Financial Corp.	Director	C	Private sector firm
Pierre	Dr. Percy	A	Michigan State University	Vice President	C	University
Pierre	Dr. Percy	A	Notre Dame University Governing Board	Member	C	University
Pierre	Dr. Percy	A	Army	Assistant Secretary	P	Military
Pierre	Dr. Percy	A	Percy A. Pierre Associates	President	P	Private sector firm
Pierre	Dr. Percy	A	Prairie View A&M University	President	P	University
Pierre	Dr. Percy	A	Howard University	Dean	P	University
Plummer	James	W	ASP	Trustee	C	DOD FFRDC
Plummer	James	W	Air Force	Under Secretary	P	Military
Plummer	James	W	Lockheed Missiles and Space Co.	Executive Vice President	P	Private sector firm--DOD
Schelling	Dr. Thomas	C	ASP	Trustee	C	DOD FFRDC
Schelling	Dr. Thomas	C	University of Maryland	Professor	C	University with DOD R&D
Schelling	Dr. Thomas	C	Department of State	Consultant	P	Federal government
Schelling	Dr. Thomas	C	Central Intelligence Agency	Consultant	P	Federal government
Schelling	Dr. Thomas	C	Defense Science Board	Member	P	Military
Schelling	Dr. Thomas	C	Air Force Scientific Advisory Board	Consultant	P	Military
Schelling	Dr. Thomas	C	DOD	Consultant	P	Military
Schelling	Dr. Thomas	C	Harvard University	Professor	P	University with DOD R&D
Shannon	Robert	R	ASP	Trustee	C	DOD FFRDC
Shannon	Robert	R	Air Force Studies Board	Member	C	Military
Shannon	Robert	R	Idaho National Engineering Lab	Consultant	C	Non-DOD FFRDC
Shannon	Robert	R	Precision Optics Corp., Inc.	Director	C	Private sector firm
Shannon	Robert	R	Schott Glass Technology	Director	C	Private sector firm
Shannon	Robert	R	SAIC Corp.	Consultant	C	Private sector firm--DOD
Shannon	Robert	R	E-Systems Inc.	Consultant	C	Private sector firm--DOD
Shannon	Robert	R	University of Arizona	Professor Emeritus	C	University with DOD R&D
Shannon	Robert	R	Arizona Optical Sciences Center	Director	C	University with DOD R&D
Shannon	Robert	R	Air Force Scientific Advisory Board	Member	P	Military
Shannon	Robert	R	Lawrence Livermore Lab	Consultant	P	Non-DOD FFRDC
Shannon	Robert	R	Itel Corp., Advanced Technology Labs	Director	P	Private sector firm
Shea	Dr. Joseph	F	ASP	Trustee	C	DOD FFRDC
Shea	Dr. Joseph	F	LLB	Trustee	C	DOD FFRDC
Shea	Dr. Joseph	F	NASA Advisory Council	Member	C	Federal government
Shea	Dr. Joseph	F	Defense Science Board	Member	C	Military
Shea	Dr. Joseph	F	Air Force Studies Board	Chairperson	C	Military
Shea	Dr. Joseph	F	MIT	Professor	C	University with DOD R&D

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--ASP**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Shea	Dr. Joseph	F	NASA, Manned Space Flight	Deputy Director	P	Federal government
Shea	Dr. Joseph	F	Polaroid Corp., Engineering	Vice President	P	Private sector firm
Shea	Dr. Joseph	F	Raytheon, Engineering	Senior Vice President	P	Private sector firm--DOD
Skantze	Gen. Lawrence	A	LMI	Trustee	C	DOD FFRDC
Skantze	Gen. Lawrence	A	ASP, Board of Trustees	Vice Chairman	C	DOD FFRDC
Skantze	Gen. Lawrence	A	Orincon Corp.	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	Government Systems Inc.	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	Elbit Fort Worth	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	UNC Inc.	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	Modern Technologies Corp.	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	Air Force Systems Command	Commander	P	Military
Skantze	Gen. Lawrence	A	Air Force	Vice Chief of Staff	P	Military
Skantze	Gen. Lawrence	A	National Defense University Board of Visitors	Member	P	Military
Smith	Jeffrey	H	ASP	Trustee	C	DOD FFRDC
Smith	Jeffrey	H	Goldwater Foundation	General Counsel	C	Other
Smith	Jeffrey	H	Arnold and Porter	Partner	C	Private sector firm
Smith	Jeffrey	H	Senate Armed Services Committee	General Counsel	P	Federal government
Smith	Jeffrey	H	Department of State	Assistant Legal Advisor	P	Federal government
Smith	Jeffrey	H	Army	Legal Advisor	P	Military
Wheelon	Dr. Albert	D	ASP	Trustee	C	DOD FFRDC
Wheelon	Dr. Albert	D	RND	Trustee	C	DOD FFRDC
Wheelon	Dr. Albert	D	California Institute of Technology	Trustee	C	University with DOD R&D
Wheelon	Dr. Albert	D	Foreign Intelligence Advisory Board	Member	P	Federal government
Wheelon	Dr. Albert	D	Central Intelligence Agency	Deputy Director	P	Federal government
Wheelon	Dr. Albert	D	Defense Science Board	Member	P	Military
Wheelon	Dr. Albert	D	Hughes Aircraft Co.	Chairman, CEO	P	Private sector firm
Wheelon	Dr. Albert	D	University of California, Los Angeles	Visiting Professor	P	University with DOD R&D
Wheelon	Dr. Albert	D	MIT	Visiting Professor	P	University with DOD R&D
Widnall	Dr. Sheila	E	LLB	Trustee	C	DOD FFRDC
Widnall	Dr. Sheila	E	ASP	Trustee	C	DOD FFRDC
Widnall	Dr. Sheila	E	Air Force	Secretary	C	Military
Widnall	Dr. Sheila	E	Carnegie Corp.	Trustee	C	Other
Widnall	Dr. Sheila	E	Flex Foil Technology	Board Chairman	C	Private sector firm
Widnall	Dr. Sheila	E	Chemfab, Inc.	Trustee	C	Private sector firm
Widnall	Dr. Sheila	E	Draper Labs	Trustee	C	Private sector firm--DOD
Widnall	Dr. Sheila	E	MIT	Provost & Professor	C	University with DOD R&D
Widnall	Dr. Sheila	E	Office of Technology Assessment	Member, Advisory Panel	P	Federal government
Widnall	Dr. Sheila	E	National Science Foundation Advisory Committee	Vice Chair	P	Federal government
Widnall	Dr. Sheila	E	Department of Transportation University Research	Director	P	Federal government

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**Trustee Fiscal Year 1993 Affiliations by**  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--ASP**

<b>Last name</b>	<b>First name</b>	<b>MI</b>	<b>Firm</b>	<b>Position</b>	<b>FY93</b>	<b>Affiliation</b>
Widnall	Dr. Sheila	E	Air Force Academy	Chair, Board of Visitors	P	Military
Widnall	Dr. Sheila	E	Air Force Advisory Committees	Member	P	Military
Widnall	Dr. Sheila	E	Analytical Services Inc.	Trustee	P	Private sector firm
Zwick	Dr. Charles	J	RND	Trustee	C	DOD FFRDC
Zwick	Dr. Charles	J	ASP	Trustee	C	DOD FFRDC
Zwick	Dr. Charles	J	Manville Corp.	Director	C	Private sector firm
Zwick	Dr. Charles	J	Bell South Telecommunication Inc.	Director	C	Private sector firm
Zwick	Dr. Charles	J	University of Miami	Trustee	C	University
Zwick	Dr. Charles	J	Office of Management and Budget	Director	P	Federal government
Zwick	Dr. Charles	J	Southeast Banking Corp.	Chairman, CEO	P	Private sector firm

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Trustee Fiscal Year 1993 Affiliations by  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Baird	Dr. Charles	F	CNA	Chairman, Trustee	C	DOD FFRDC
Baird	Dr. Charles	F	LMI	Trustee	C	DOD FFRDC
Baird	Dr. Charles	F	Standard Fire Insurance Co.	Director	C	Private sector firm
Baird	Dr. Charles	F	Aetna Life and Casualty Co.	Director	C	Private sector firm
Baird	Dr. Charles	F	Inco Limited	President, Chairman, CEO	C	Private sector firm
Baird	Dr. Charles	F	Bucknell University	Trustee	C	University
Baird	Dr. Charles	F	Navy	Under Secretary	P	Military
Barrow	Gen. Robert	H	CNA	Trustee	C	DOD FFRDC
Barrow	Gen. Robert	H	United Companies Financial Corp.	Director	C	Private sector firm
Barrow	Gen. Robert	H	Gulf States Utilities Co.	Director	C	Private sector firm
Barrow	Gen. Robert	H	Marine Corps	Commandant	P	Military
Bell, Jr.	Thomas	D	CNA	Chairman, Trustee	C	DOD FFRDC
Bell, Jr.	Thomas	D	Burson-Marsteller	Vice Chairman	C	Private sector firm
Bell, Jr.	Thomas	D	American States Insurance Co.	Director	C	Private sector firm
Bell, Jr.	Thomas	D	Hudson Institute	Trustee	C	Private sector firm
Bell, Jr.	Thomas	D	Lincoln National Corp.	Director	C	Private sector firm
Bell, Jr.	Thomas	D	Clark Equipment Co.	Director	P	Private sector firm
Bell, Jr.	Thomas	D	Bail Corp.	Executive Vice President	P	Private sector firm
Bell, Jr.	Thomas	D	Cincinnati Milacron	Director	P	Private sector firm
Bell, Jr.	Thomas	D	Hudson Institute	President, CEO	P	Private sector firm
Bell, Jr.	Thomas	D	Merchants National Bank	Director	P	Private sector firm
Bell, Jr.	Thomas	D	Butler University	Trustee	P	University
Blue	Linden	S	CNA	Trustee	C	DOD FFRDC
Blue	Linden	S	Hudson Institute	Trustee	C	Private sector firm
Blue	Linden	S	Cordillera Corp. Executive Committee	Chairman	C	Private sector firm
Blue	Linden	S	General Atomics	Vice Chairman	C	Private sector firm
Blue	Linden	S	George Washington University	Member, Advisory Committee	C	University
Blue	Linden	S	Beech Aircraft Corp.	President, CEO	P	Private sector firm
Blue	Linden	S	Lear Fan Limited	CEO	P	Private sector firm
Blue	Linden	S	Gates Learjet Corp.	Executive Vice President	P	Private sector firm
Blue	Linden	S	Blues Brothers, Hamm, Smith & Cia	Partner	P	Private sector firm
Blue	Linden	S	Raytheon	Director	P	Private sector firm--DOD
Borsting	Dr. Jack	R	CNA	Trustee	C	DOD FFRDC
Borsting	Dr. Jack	R	IDA	Trustee	C	DOD FFRDC
Borsting	Dr. Jack	R	Defense Systems Managment College	Chairman, Board of Visitors	C	Military
Borsting	Dr. Jack	R	TRO Learning	Director	C	Private sector firm
Borsting	Dr. Jack	R	Northrop Grumman Corp.	Director	C	Private sector firm--DOD
Borsting	Dr. Jack	R	University of Southern California	Dean, Business School	C	University with DOD R&D
Borsting	Dr. Jack	R	ASP	Trustee	P	DOD FFRDC
Borsting	Dr. Jack	R	Naval Postgraduate School	Provost, Dean	P	Military

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Borsting	Dr. Jack	R	DOD	Assistant Secretary	P	Military
Borsting	Dr. Jack	R	Sun Bank, Miami	Director	P	Private sector firm
Borsting	Dr. Jack	R	Storer Communications, Inc.	Director	P	Private sector firm
Borsting	Dr. Jack	R	Delta Research	Director	P	Private sector firm
Borsting	Dr. Jack	R	University of Miami	Dean, Business School	P	University
Byrom	Fletcher	L	CNA	Trustee	C	DOD FFRDC
Byrom	Fletcher	L	Thermadyne Holdings Corp.	Director	C	Private sector firm
Byrom	Fletcher	L	Unilever, Ltd.	Member, International Advisory Board	C	Private sector firm
Byrom	Fletcher	L	Ralston Purina Co.	Director	C	Private sector firm
Byrom	Fletcher	L	Chemical Bank	Member, International Advisory Board	C	Private sector firm
Byrom	Fletcher	L	Purecycle Corp.	Director	C	Private sector firm
Byrom	Fletcher	L	Information Display Technology, Inc.	Chairman, CEO	C	Private sector firm
Byrom	Fletcher	L	ASARCO	Director	C	Private sector firm
Byrom	Fletcher	L	Globe Building Materials, Inc.	Director	C	Private sector firm
Byrom	Fletcher	L	Continental Group	Director	C	Private sector firm
Byrom	Fletcher	L	Standard Brands Paint Co.	Chairman, President, CEO	C	Private sector firm
Byrom	Fletcher	L	Adience Inc.	Chairman, CEO, Director	C	Private sector firm
Byrom	Fletcher	L	Lehman Corp.	Director	C	Private sector firm
Byrom	Fletcher	L	AT International	Chairman	C	Private sector firm
Byrom	Fletcher	L	JPS Textile Group, Inc.	Director	C	Private sector firm
Byrom	Fletcher	L	Richmond Tank Car Co.	Director	C	Private sector firm
Byrom	Fletcher	L	Mellon Bank	Director	C	Private sector firm
Byrom	Fletcher	L	North American Philips Corp.	Director	C	Private sector firm
Byrom	Fletcher	L	Midwest Spring Co, Inc.	Director	C	Private sector firm
Byrom	Fletcher	L	Micasu Corp.	President, Director	C	Private sector firm
Byrom	Fletcher	L	TCW Ams Development, Inc.	Director	C	Private sector firm
Byrom	Fletcher	L	Koppers Co., Inc.	Board Chairman	P	Private sector firm
Byrom	Fletcher	L	Hudson Institute	Trustee	P	Private sector firm
Byrom	Fletcher	L	New York Stock Exchange	Director	P	Private sector firm
Byrom	Fletcher	L	Carnegie Mellon University	Trustee	P	University with DOD R&D
Byrom	Fletcher	L	Pennsylvania State University	Trustee	P	University with DOD R&D
Cooper	Richard	N	CNA	Trustee	C	DOD FFRDC
Cooper	Richard	N	Federal Reserve Bank Boston	Chairman	C	Federal government
Cooper	Richard	N	Chief of Naval Operations	Chairman, Executive Panel	C	Military
Cooper	Richard	N	Institute for International Economics	Director	C	Private sector firm
Cooper	Richard	N	Circuit City Stores	Director	C	Private sector firm
Cooper	Richard	N	Phoenix Home Mutual Life Insurance Co.	Director	C	Private sector firm
Cooper	Richard	N	Warburg Pincus Funds	Director	C	Private sector firm
Cooper	Richard	N	Counsellors Tandem Securities Fund	Director	C	Private sector firm
Cooper	Richard	N	Oberlin College	Trustee	C	University

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Cooper	Richard	N	Harvard University	Professor	C	University with DOD R&D
Cooper	Richard	N	National Security Council	Consultant	P	Federal government
Cooper	Richard	N	Yale University	Professor	P	University with DOD R&D
Depoy	Dr. Phil	E	CNA	Trustee	C	DOD FFRDC
Depoy	Dr. Phil	E	University of Washington Applied Physics Lab	Member, Advisory Board	C	University with DOD R&D
Depoy	Dr. Phil	E	CNA	President	P	DOD FFRDC
Depoy	Dr. Phil	E	Army Science Board	Vice Chairman	P	Military
Depoy	Dr. Phil	E	Air Force Scientific Advisory Board	Member	P	Military
Depoy	Dr. Phil	E	NATO Systems Science Panel	Chairman	P	Other
Evans	Daniel	J	CNA	Trustee	C	DOD FFRDC
Evans	Daniel	J	Kaiser Family Foundation	Trustee	C	Other
Evans	Daniel	J	State of Washington	Governor	C	Other
Evans	Daniel	J	Daniel J. Evans Associates	Chairman	C	Private sector firm
Evans	Daniel	J	Celadon Group, Inc.	Director	C	Private sector firm
Evans	Daniel	J	Burlington Northern, Inc.	Director	C	Private sector firm
Evans	Daniel	J	Heart Technology Inc.	Director	C	Private sector firm
Evans	Daniel	J	McCaw Cellular Communications	Director	C	Private sector firm
Evans	Daniel	J	Tera Computer Co.	Director	C	Private sector firm
Evans	Daniel	J	Washington Mutual Savings Bank	Trustee	C	Private sector firm
Evans	Daniel	J	Flow International Corp.	Director	C	Private sector firm
Evans	Daniel	J	UniFirst Corp.	Director	C	Private sector firm
Evans	Daniel	J	Evergreen State College	Member, Board of Governors	C	University
Evans	Daniel	J	Harvard University	Fellow, Institute of Politics	C	University with DOD R&D
Evans	Daniel	J	U.S. Senate	Member	P	Federal government
Evans	Daniel	J	Evergreen State College	President	P	University
Haig, Jr.	Gen. Alexander	M	CNA	Trustee	C	DOD FFRDC
Haig, Jr.	Gen. Alexander	M	America Online, Inc.	Director	C	Private sector firm
Haig, Jr.	Gen. Alexander	M	MGM Grand, Inc.	Director	C	Private sector firm
Haig, Jr.	Gen. Alexander	M	Worldwide Associates, Inc.	President	C	Private sector firm
Haig, Jr.	Gen. Alexander	M	Interneuron Pharmaceuticals, Inc.	Director	C	Private sector firm
Haig, Jr.	Gen. Alexander	M	United Technologies Corp.	Advisor	C	Private sector firm--DOD
Haig, Jr.	Gen. Alexander	M	University of Virginia, Law Center	Member, Advisory Board	C	University
Haig, Jr.	Gen. Alexander	M	George Washington University	Member, National Advisory Council	C	University
Haig, Jr.	Gen. Alexander	M	Brandeis University Policy Center	Member	C	University
Haig, Jr.	Gen. Alexander	M	Department of State	Secretary	P	Federal government
Haig, Jr.	Gen. Alexander	M	White House	Chief of Staff	P	Federal government
Haig, Jr.	Gen. Alexander	M	Army	Commander-in-Chief, Europe	P	Military
Haig, Jr.	Gen. Alexander	M	NATO	Supreme Allied Commander	P	Other
Haig, Jr.	Gen. Alexander	M	C/Media	Member, Advisory Board	P	Private sector firm
Haig, Jr.	Gen. Alexander	M	Allegheny International Corp.	Director	P	Private sector firm

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Haig, Jr.	Gen. Alexander	M	Commodore International, Ltd.	Director	P	Private sector firm
Haig, Jr.	Gen. Alexander	M	Compagnie Generale d'Electricite	Member, International Board	P	Private sector firm
Haig, Jr.	Gen. Alexander	M	Hudson Institute	Senior Fellow	P	Private sector firm
Haig, Jr.	Gen. Alexander	M	Murray Industries/Chris Craft	Director	P	Private sector firm
Haig, Jr.	Gen. Alexander	M	Leisure Technology Corp.	Director	P	Private sector firm
Haig, Jr.	Gen. Alexander	M	Carteret Savings Bank	Director	P	Private sector firm
Haig, Jr.	Gen. Alexander	M	United Technologies Corp.	President, Chief Operating Officer	P	Private sector firm--DOD
Haig, Jr.	Gen. Alexander	M	Yale University	Chubb Fellow	P	University with DOD R&D
Hamburg	Dr. David	A	CNA	Trustee	C	DOD FFRDC
Hamburg	Dr. David	A	Federal Reserve Bank, New York	Director	C	Federal government
Hamburg	Dr. David	A	Department of Energy	Member, Secretary's Advisory Board	C	Federal government
Hamburg	Dr. David	A	Carnegie Corp. of New York	President	C	Other
Hamburg	Dr. David	A	International Development	Director	C	Private sector firm
Hamburg	Dr. David	A	Stanford University	Member, Board of Directors	C	University with DOD R&D
Hamburg	Dr. David	A	National Institute of Mental Health	Chairman, Science Advisory Board	P	Federal government
Hamburg	Dr. David	A	Harvard, Health Policy Division	Director	P	University with DOD R&D
Hamburg	Dr. David	A	Stanford University	Professor	P	University with DOD R&D
Hardisty	Adm. Huntington		CNA	Trustee	C	DOD FFRDC
Hardisty	Adm. Huntington		Central Intelligence Agency	Member, Military Advisory Panel	C	Federal government
Hardisty	Adm. Huntington		National Defense University	Senior Fellow	C	Military
Hardisty	Adm. Huntington		Contraves USA	Director	C	Private sector firm
Hardisty	Adm. Huntington		Kaman Corp.	Director, Consultant	C	Private sector firm--DOD
Hardisty	Adm. Huntington		Navy	Commander-in-Chief, Pacific	P	Military
Hardisty	Adm. Huntington		Joint Chiefs of Staff	Director of Operations	P	Military
Inman	Adm. Bobby	R	CNA	Trustee	C	DOD FFRDC
Inman	Adm. Bobby	R	Southwestern Bell	Director	C	Private sector firm
Inman	Adm. Bobby	R	Xerox Corp	Director	C	Private sector firm
Inman	Adm. Bobby	R	Dell Computers	Director	C	Private sector firm
Inman	Adm. Bobby	R	Temple Inland	Director	C	Private sector firm
Inman	Adm. Bobby	R	Science Applications International Corp.	Director	C	Private sector firm--DOD
Inman	Adm. Bobby	R	Fluor Corp.	Director	C	Private sector firm--DOD
Inman	Adm. Bobby	R	Southwestern University	Trustee	C	University
Inman	Adm. Bobby	R	California Institute of Technology	Trustee	C	University with DOD R&D
Inman	Adm. Bobby	R	Central Intelligence Agency	Deputy Director	P	Federal government
Inman	Adm. Bobby	R	Federal Reserve Bank, Dallas	Chairman	P	Federal government
Inman	Adm. Bobby	R	National Security Agency	Director	P	Federal government
Inman	Adm. Bobby	R	Navy	Director of Naval Intelligence	P	Military
Inman	Adm. Bobby	R	Defense Intelligence Agency	Vice Director	P	Military
Inman	Adm. Bobby	R	Westmark Systems Inc.	Chairman, President, CEO	P	Private sector firm
Inman	Adm. Bobby	R	Microelectronics & Computer Technology	Chairman, CEO	P	Private sector firm



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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA

Last name	First name	MI	Firm	Position	FY93	Affiliation
Kelly	Peter	G	CNA	Trustee	C	DOD FFRDC
Kelly	Peter	G	Servistar Corp.	Chairman	C	Private sector firm
Kelly	Peter	G	Black, Manafort, Stone & Kelly	Senior Vice President	C	Private sector firm
Kelly	Peter	G	Updike, Kelly and Spellacy	Principal	C	Private sector firm
Kelly	Peter	G	Holy Apostles College	Director	C	University
Kelly	Peter	G	Georgetown University	Member, Board of Regents Emeritus	C	University with DOD R&D
Kelly	Peter	G	Homestead Financial Corp.	Director	P	Private sector firm
Kelly	Peter	G	Richard Roberts Real Estate Trust	Director	P	Private sector firm
London	Dr. Herbert	I	CNA	Trustee	C	DOD FFRDC
London	Dr. Herbert	I	Heritage Foundation	Associate Scholar	C	Other
London	Dr. Herbert	I	Damon Corp.	Director	C	Private sector firm
London	Dr. Herbert	I	Merrill Lynch Assets Management	Outside Director	C	Private sector firm
London	Dr. Herbert	I	Hudson Institute	Director	C	Private sector firm
London	Dr. Herbert	I	St. Johns College	Director	C	University
London	Dr. Herbert	I	New York University	Dean, Professor	C	University with DOD R&D
Long	Adm. Robert	L	CNA	Trustee	C	DOD FFRDC
Long	Adm. Robert	L	Central Intelligence Agency	Member, Science Advisory Panel	C	Federal government
Long	Adm. Robert	L	DOD	Member, Secretary's Policy Board	C	Military
Long	Adm. Robert	L	National Defense University	Member, Board of Visitors	C	Military
Long	Adm. Robert	L	Long Associates, Inc.	President	C	Private sector firm
Long	Adm. Robert	L	Hudson Institute	Trustee	C	Private sector firm
Long	Adm. Robert	L	GTE (Contel Corp.)	Director	C	Private sector firm--DOD
Long	Adm. Robert	L	U. S. Naval Academy	Member, Academic Advisory Board	P	Military
Long	Adm. Robert	L	Navy	Commander-in-Chief, Pacific	P	Military
Long	Adm. Robert	L	Navy	Vice Chief of Naval Operations	P	Military
Long	Adm. Robert	L	Presearch, Inc.	Director	P	Private sector firm
Long	Adm. Robert	L	Northrop Corp.	Director	P	Private sector firm--DOD
Long	Adm. Robert	L	St. Johns College	Director	P	University
Long	Adm. Robert	L	The Citadel University	Member, Board of Advisors	P	University
McGiffert	David	E	CNA	Trustee	C	DOD FFRDC
McGiffert	David	E	Covington and Burling	Partner	C	Private sector firm
McGiffert	David	E	DOD	Assistant Secretary	P	Military
McGiffert	David	E	Army	Under Secretary	P	Military
Murray	Robert	J	CNA	President, CEO, Trustee	C	DOD FFRDC
Murray	Robert	J	Chief of Naval Operations Executive Panel	Member	C	Military
Murray	Robert	J	Department of State	Attache, London Embassy	P	Federal government
Murray	Robert	J	DOD	Deputy Assistant Secretary	P	Military
Murray	Robert	J	Naval War College	Dean	P	Military
Murray	Robert	J	Navy	Under Secretary	P	Military
Murray	Robert	J	Computer Corp. of America	Director	P	Private sector firm

**Appendix IV**  
**Trustee Fiscal Year 1993 Affiliations by**  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Murray	Robert	J	Harvard University-School of Government	Director, National Security Programs	P	University with DOD R&D
Nitze	Paul	H	CNA	Trustee	C	DOD FFRDC
Nitze	Paul	H	Aspen Institute	Trustee Emeritus	C	Private sector firm
Nitze	Paul	H	Johns Hopkins University	Trustee Emeritus	C	University with DOD R&D
Nitze	Paul	H	Department of State	Ambassador at Large	P	Federal government
Nitze	Paul	H	DOD	Deputy Secretary	P	Military
Nitze	Paul	H	Navy	Secretary	P	Military
Nitze	Paul	H	Twentieth Century-Fox Film Corp.	Director	P	Private sector firm
Nitze	Paul	H	Schroders, Inc.	Director	P	Private sector firm
Nitze	Paul	H	American Security and Trust Co.	Director	P	Private sector firm
Pierre	Dr. Percy	A	ASP	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	LLB	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	CNA	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	Defense Science Board	Member	C	Military
Pierre	Dr. Percy	A	Los Alamos National Lab	Member, Advisory Board	C	Non-DOD FFRDC
Pierre	Dr. Percy	A	The Hitachi Foundations, Governing Board	Member	C	Other
Pierre	Dr. Percy	A	CMS Energy Corp.	Director	C	Private sector firm
Pierre	Dr. Percy	A	Old Kent Financial Corp.	Director	C	Private sector firm
Pierre	Dr. Percy	A	Michigan State University	Vice President	C	University
Pierre	Dr. Percy	A	Notre Dame University	Member, Governing Board	C	University
Pierre	Dr. Percy	A	Army	Assistant Secretary	P	Military
Pierre	Dr. Percy	A	Percy A. Pierre Associates	President	P	Private sector firm
Pierre	Dr. Percy	A	Howard University	Dean	P	University
Pierre	Dr. Percy	A	Prairie View A&M University	President	P	University
Pittman	Steuart		CNA	Trustee	C	DOD FFRDC
Pittman	Steuart		Royal Ordnance Inc.	Director	C	Private sector firm
Pittman	Steuart		Hudson Institute	Trustee, Executive Committee	C	Private sector firm
Pittman	Steuart		Shaw, Pittman, Potts & Trowbridge	Senior Counsel	C	Private sector firm
Pittman	Steuart		IDA	Senior Fellow	P	DOD FFRDC
Pittman	Steuart		Federal Emergency Management Agency	Member Advisory Board	P	Federal government
Pittman	Steuart		DOD	Assistant Secretary	P	Military
Rice	Lois	D	CNA	Trustee	C	DOD FFRDC
Rice	Lois	D	Harry Frank Guggenheim Foundation	Trustee	C	Other
Rice	Lois	D	Brookings Institute	Guest Scholar	C	Private sector firm
Rice	Lois	D	McGraw Hill	Director	C	Private sector firm
Rice	Lois	D	The Urban Institute	Trustee	C	Private sector firm
Rice	Lois	D	Shawmut National Corp.	Director	C	Private sector firm
Rice	Lois	D	C&P Telephone Co., D.C.	Director	C	Private sector firm
Rice	Lois	D	International Multifoods	Director	C	Private sector firm
Rice	Lois	D	UNUM Corp.	Director	C	Private sector firm

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Rice	Lois	D	Hartford Steam Boiler Insurance Co.	Director	C	Private sector firm
Rice	Lois	D	George Washington University	Trustee	C	University
Rice	Lois	D	Dartmouth College, Tuck School	Board of Overseers	C	University
Rice	Lois	D	National Science Foundation	Chairman	P	Federal government
Rice	Lois	D	Control Data Corp.	Senior Vice President	P	Private sector firm
Rice	Lois	D	Commercial Credit Co.	Director	P	Private sector firm
Rice	Lois	D	Potomac Institute	Director	P	Private sector firm
Rice	Lois	D	Firestone Tire & Rubber Co.	Director	P	Private sector firm
Rice	Lois	D	Howard University	Member, National Advisory Board	P	University
Rice	Lois	D	Radcliffe College	Trustee	P	University
Rice	Lois	D	Beauvoir School	Trustee	P	University
Rice	Lois	D	Stephens College	Trustee	P	University
Rice	Lois	D	Harvard University	Chairman, Visiting Committee	P	University with DOD R&D
Rice	Lois	D	John Hopkins University	Member, Advisory Council	P	University with DOD R&D
Ridgway	Rozanne	L	CNA	Trustee	C	DOD FFRDC
Ridgway	Rozanne	L	Defense Intelligence College	Member, Board of Visitors	C	Military
Ridgway	Rozanne	L	Citicorp	Director	C	Private sector firm
Ridgway	Rozanne	L	3 M Co.	Director	C	Private sector firm
Ridgway	Rozanne	L	RJR Nabisco	Director	C	Private sector firm
Ridgway	Rozanne	L	Sara Lee Corp.	Director	C	Private sector firm
Ridgway	Rozanne	L	Union Carbide	Director	C	Private sector firm
Ridgway	Rozanne	L	Bell Atlantic	Director	C	Private sector firm
Ridgway	Rozanne	L	Boeing Corp.	Director	C	Private sector firm--DOD
Ridgway	Rozanne	L	Hamline University	Trustee	C	University
Ridgway	Rozanne	L	Stanford University, International Studies Institute	Member, Advisory Board	C	University with DOD R&D
Ridgway	Rozanne	L	Department of State	Ambassador	P	Federal government
Rose	Elihu		CNA	Trustee	C	DOD FFRDC
Rose	Elihu		U. S. Naval Academy	Lecturer	C	Military
Rose	Elihu		U. S. Military Academy, West Point	Lecturer	C	Military
Rose	Elihu		Rose Associates	Partner	C	Private sector firm
Rose	Elihu		Hudson Institute	Trustee	C	Private sector firm
Rose	Elihu		American Savings Bank of New York	Trustee	C	Private sector firm
Rose	Elihu		Haifa University	Lecturer	C	University
Rose	Elihu		Ohio State University	Lecturer	C	University with DOD R&D
Rose	Elihu		Pennsylvania University	Lecturer	C	University with DOD R&D
Rose	Elihu		New York University	Associate Professor	C	University with DOD R&D
Rose	Elihu		Yale University	Associate Fellow	C	University with DOD R&D
Rose	Elihu		Boston University	Trustee	C	University with DOD R&D
Rose	Elihu		Columbia University	Lecturer, Trustee	C	University with DOD R&D
Rose	Elihu		WNET (Public Broadcasting System)	Chairman, Board of Directors	P	Private sector firm

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**Trustee Fiscal Year 1993 Affiliations by**  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Rose	Elihu		Maryland University	Lecturer	P	University with DOD R&D
Sage	Dr. Andrew	P	CNA	Trustee	C	DOD FFRDC
Sage	Dr. Andrew	P	George Mason University	Dean	C	University
Sage	Dr. Andrew	P	MTR	Consultant	P	DOD FFRDC
Sage	Dr. Andrew	P	IDA	Consultant	P	DOD FFRDC
Sage	Dr. Andrew	P	Battelle Memorial Institute	Consultant	P	Non-DOD FFRDC
Sage	Dr. Andrew	P	Planning Research Corp.	Consultant	P	Private sector firm
Sage	Dr. Andrew	P	Martin Marietta	Consultant	P	Private sector firm
Sage	Dr. Andrew	P	LTV Aerospace	Consultant	P	Private sector firm
Sage	Dr. Andrew	P	Collins Radio	Consultant	P	Private sector firm
Sage	Dr. Andrew	P	TRW Systems	Consultant	P	Private sector firm--DOD
Sage	Dr. Andrew	P	Atlantic Richfield	Consultant	P	Private sector firm--DOD
Sage	Dr. Andrew	P	Texas Instruments	Consultant	P	Private sector firm--DOD
Sage	Dr. Andrew	P	Virginia University	Associate Dean	P	University
Sage	Dr. Andrew	P	Arizona University	Faculty Member	P	University with DOD R&D
Walden	Omi	G	CNA	Trustee	C	DOD FFRDC
Walden	Omi	G	Walden Associates	President	C	Private sector firm
Walden	Omi	G	Department of Energy	Assistant Secretary	P	Federal government
Walker	Dr. M	L	CNA	Trustee	C	DOD FFRDC
Walker	Dr. M	L	National Institute for Standards and Technology	Member, Advisory Committee	C	Federal government
Walker	Dr. M	L	Howard University	Dean	C	University
Walker	Dr. M	L	Carnegie-Mellon University	Trustee	C	University with DOD R&D
Walker	Dr. M	L	Ford Motor Co.	Consultant	P	Private sector firm
Walker	Dr. M	L	Mark Battle Associates	Consultant	P	Private sector firm
Walker	Dr. M	L	A.K. Nellum and Associates	Consultant	P	Private sector firm
West, Jr.	Francis	J	CNA	Trustee	C	DOD FFRDC
West, Jr.	Francis	J	GAMA Corp.	President	C	Private sector firm
West, Jr.	Francis	J	DOD	Assistant Secretary	P	Military
West, Jr.	Francis	J	Naval War College	Dean	P	Military
West, Jr.	Francis	J	Hudson Institute	Vice President	P	Private sector firm
West, Jr.	Francis	J	Tufts University	Professor	P	University
Zraket	Charles	A	MTR	Trustee	C	DOD FFRDC
Zraket	Charles	A	CNA	Trustee	C	DOD FFRDC
Zraket	Charles	A	Defense Science Board	Consultant	C	Military
Zraket	Charles	A	Bank of Boston	Director	C	Private sector firm
Zraket	Charles	A	Aspect Medical Systems Corp.	Director	C	Private sector firm
Zraket	Charles	A	Advanced Photovoltaic Systems Corp.	Director	C	Private sector firm
Zraket	Charles	A	Wyman-Gordon Corp.	Director	C	Private sector firm
Zraket	Charles	A	Boston Edison Co.	Director	C	Private sector firm
Zraket	Charles	A	Hudson Institute	Trustee	C	Private sector firm

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Trustee Fiscal Year 1993 Affiliations by  
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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--CNA

Last name	First name	MI	Firm	Position	FY93	Affiliation
Zraket	Charles	A	Harvard University School of Government	Fellow	C	University with DOD R&D
Zraket	Charles	A	Northeastern University	Trustee	C	University with DOD R&D
Zraket	Charles	A	MTR	President, CEO	P	DOD FFRDC
Zraket	Charles	A	Aspen Institute	Member, Strategy Group	P	Private sector firm
Zraket	Charles	A	Stanford University, Center for Arms Control	Member	P	University with DOD R&D

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--IDA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Borsting	Dr. Jack	R	IDA	Trustee	C	DOD FFRDC
Borsting	Dr. Jack	R	CNA	Trustee	C	DOD FFRDC
Borsting	Dr. Jack	R	Defense Systems Management College	Chairman, Board of Visitors	C	Military
Borsting	Dr. Jack	R	TRO Learning	Director	C	Private sector firm
Borsting	Dr. Jack	R	Northrop Grumman Corp.	Director	C	Private sector firm--DOD
Borsting	Dr. Jack	R	University of Southern California	Dean	C	University with DOD R&D
Borsting	Dr. Jack	R	ASP	Trustee	P	DOD FFRDC
Borsting	Dr. Jack	R	DOD	Assistant Secretary	P	Military
Borsting	Dr. Jack	R	Naval Postgraduate School	Provost, Dean	P	Military
Borsting	Dr. Jack	R	Sun Bank, Miami	Director	P	Private sector firm
Borsting	Dr. Jack	R	Storer Communications, Inc.	Director	P	Private sector firm
Borsting	Dr. Jack	R	Delta Research	Director	P	Private sector firm
Borsting	Dr. Jack	R	University of Miami	Dean	P	University
Davis	Dr. Ruth	M	ASP	Chairman, Board of Trustees	C	DOD FFRDC
Davis	Dr. Ruth	M	IDA	Trustee	C	DOD FFRDC
Davis	Dr. Ruth	M	Principal Financial Group	Director	C	Private sector firm
Davis	Dr. Ruth	M	Air Products & Chemicals Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Giddings & Lewis Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	BTG, Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Principal Mutual Life Insurance Co.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Consolidated Edison of New York	Trustee	C	Private sector firm
Davis	Dr. Ruth	M	Varian Associates Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	SSDS, Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Premark International Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Softech Inc.	Director	C	Private sector firm
Davis	Dr. Ruth	M	SPRINT Corp.	Director	C	Private sector firm
Davis	Dr. Ruth	M	Pymatuning Group Inc.	President, CEO	C	Private sector firm
Davis	Dr. Ruth	M	Ceridian Corp.	Director	C	Private sector firm--DOD
Davis	Dr. Ruth	M	Pennsylvania University	Member, Board of Overseers	C	University with DOD R&D
Davis	Dr. Ruth	M	University of California, Berkeley	Member, Advisory Board	C	University with DOD R&D
Davis	Dr. Ruth	M	Department of Energy	Assistant Secretary	P	Federal government
Davis	Dr. Ruth	M	DOD	Deputy Under Secretary	P	Military
Davis	Dr. Ruth	M	American University	Professor	P	University
Davis	Dr. Ruth	M	Pittsburgh University	Professor	P	University with DOD R&D
Davis	Dr. Ruth	M	Harvard University	Professor	P	University with DOD R&D
Davis	Dr. Ruth	M	Maryland University	Professor	P	University with DOD R&D
Davis	Dr. Ruth	M	Pennsylvania University	Professor	P	University with DOD R&D
Dougherty	Gen. Russell	E	ASP, Board of Trustees	Vice Chairman	C	DOD FFRDC
Dougherty	Gen. Russell	E	IDA	Trustee	C	DOD FFRDC

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Trustee Fiscal Year 1993 Affiliations by  
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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--IDA

Last name	First name	MI	Firm	Position	FY93	Affiliation
Dougherty	Gen. Russell	E	Defense Science Board	Member	C	Military
Dougherty	Gen. Russell	E	National Defense University	Member, Board of Visitors	C	Military
Dougherty	Gen. Russell	E	Falcon Foundation	Director	C	Other
Dougherty	Gen. Russell	E	McGuire, Woods, Battle & Boothe	Attorney	C	Private sector firm
Dougherty	Gen. Russell	E	DynCorp	Director	C	Private sector firm--DOD
Dougherty	Gen. Russell	E	Strategic Air Command	Commander-in-Chief	P	Military
Dougherty	Gen. Russell	E	NATO Allied Command (Europe)	Chief of Staff	P	Other
Dougherty	Gen. Russell	E	Enron Corp.	Director	P	Private sector firm
Eagleburger	Lawrence	S	IDA	Trustee	C	DOD FFRDC
Eagleburger	Lawrence	S	Universal Corp.	Director	C	Private sector firm
Eagleburger	Lawrence	S	Stimsonite Corp.	Director	C	Private sector firm
Eagleburger	Lawrence	S	Jefferson Bankshares, Inc.	Director	C	Private sector firm
Eagleburger	Lawrence	S	Dresser Industries, Inc.	Director	C	Private sector firm
Eagleburger	Lawrence	S	Baker, Worthington, Crosley, Stansberry & Woolf	Senior Advisor	C	Private sector firm
Eagleburger	Lawrence	S	Phillips Petroleum	Director	C	Private sector firm
Eagleburger	Lawrence	S	Department of State	Secretary	P	Federal government
Froehlike	Robert	F	IDA	Trustee	C	DOD FFRDC
Froehlike	Robert	F	Gerald Ford Foundation	Trustee	C	Other
Froehlike	Robert	F	Marshall Foundation	Trustee	C	Other
Froehlike	Robert	F	Marshall Erdman & Associates, Inc.	Director	C	Private sector firm
Froehlike	Robert	F	IDS Mutual Fund Group	Director	C	Private sector firm
Froehlike	Robert	F	ICI Mutual, Inc.	Director	C	Private sector firm
Froehlike	Robert	F	Phillips Petroleum	Director	C	Private sector firm
Froehlike	Robert	F	DOD	Assistant Secretary	P	Military
Froehlike	Robert	F	Army	Secretary	P	Military
Froehlike	Robert	F	Sentry Insurance Corp.	President	P	Private sector firm
Huntington	Dr. Samuel	P	IDA	Trustee	C	DOD FFRDC
Huntington	Dr. Samuel	P	Harvard University	Professor	C	University with DOD R&D
Kerrebrock	Dr. Jack	L	IDA	Trustee	C	DOD FFRDC
Kerrebrock	Dr. Jack	L	Aerodyne Research Inc.	Director	C	Private sector firm
Kerrebrock	Dr. Jack	L	Orbital Sciences Corp.	Director	C	Private sector firm
Kerrebrock	Dr. Jack	L	MIT	Professor	C	University with DOD R&D
Kerrebrock	Dr. Jack	L	ASP	Trustee	P	DOD FFRDC
Kerrebrock	Dr. Jack	L	NASA Technology Advisory Committee	Member	P	Federal government
Kerrebrock	Dr. Jack	L	Air Force Scientific Advisory Board	Member	P	Military
Kerrebrock	Dr. Jack	L	Air Force Studies Board	Member	P	Military
Marsh, Jr.	John	O	IDA	Trustee	C	DOD FFRDC
Marsh, Jr.	John	O	Defense Science Board	Consultant	C	Military
Marsh, Jr.	John	O	Reserve Forces Policy Board	Chairman	C	Military

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--IDA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Marsh, Jr.	John	O	Daily News Record Corp.	Director	C	Private sector firm
Marsh, Jr.	John	O	Winchester Star Corp.	Director	C	Private sector firm
Marsh, Jr.	John	O	IGI Inc.	Director	C	Private sector firm
Marsh, Jr.	John	O	Green Acre Farms	Director	C	Private sector firm
Marsh, Jr.	John	O	Hazel and Thomas	Of Counsel	C	Private sector firm
Marsh, Jr.	John	O	Shenandoah University	Trustee	C	University
Marsh, Jr.	John	O	U. S. House of Representatives	Member	P	Federal government
Marsh, Jr.	John	O	DOD	Assistant Secretary	P	Military
Marsh, Jr.	John	O	Department of Defense	Counsel to Secretary	P	Military
Marsh, Jr.	John	O	Army	Secretary	P	Military
Moody	W	J	IDA	Trustee, Chairman	C	DOD FFRDC
Moody	W	J	ACACIA Mutual Life Insurance Co.	Director, Vice Chair	C	Private sector firm
Moody	W	J	George Washington University	Trustee	C	University
Moody	W	J	American Security Bank	CEO, Chairman	P	Private sector firm
Palms	Dr. John	M	IDA	Trustee	C	DOD FFRDC
Palms	Dr. John	M	Policy Management Systems Corp.	Director	C	Private sector firm
Palms	Dr. John	M	Fortis Inc.	Director	C	Private sector firm
Palms	Dr. John	M	Peco Energy Co.	Director	C	Private sector firm
Palms	Dr. John	M	NationsBank of South Carolina	Director	C	Private sector firm
Palms	Dr. John	M	The Citadel University	Member, Advisory Board	C	University
Palms	Dr. John	M	South Carolina University	President	C	University
Palms	Dr. John	M	Atomic Energy Commission	Consultant	P	Federal government
Palms	Dr. John	M	Oak Ridge National Lab	Member	P	Non-DOD FFRDC
Palms	Dr. John	M	Los Alamos National Lab	Member	P	Non-DOD FFRDC
Palms	Dr. John	M	EG&G Inc.	Consultant	P	Private sector firm
Palms	Dr. John	M	Harshaw Chemical Co.	Consultant	P	Private sector firm
Palms	Dr. John	M	Tennelec Inc.	Consultant	P	Private sector firm
Palms	Dr. John	M	Ortec Inc.	Consultant	P	Private sector firm
Palms	Dr. John	M	NYC Source Technologies, Inc.	Director	P	Private sector firm
Palms	Dr. John	M	Canberra Industries	Consultant	P	Private sector firm
Palms	Dr. John	M	TRW Space Systems Division	Consultant	P	Private sector firm--DOD
Palms	Dr. John	M	Wesleyan College	Trustee	P	University
Petschek	Stephen	R	IDA	Trustee	C	DOD FFRDC
Petschek	Stephen	R	Stephen R. Petschek & Co., Inc.	Chairman of the Board	C	Private sector firm
Press	Dr. William	H	MTR	Consultant	C	DOD FFRDC
Press	Dr. William	H	IDA	Trustee	C	DOD FFRDC
Press	Dr. William	H	Chief of Naval Operations Executive Panel	Member	C	Military
Press	Dr. William	H	Harvard University	Professor	C	University with DOD R&D
Press	Dr. William	H	Defense Science Board	Member	P	Military



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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--IDA**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Press	Dr. William	H	Lawrence Livermore National Lab	Consultant	P	Non-DOD FFRDC
Press	Dr. William	H	Los Alamos National Lab	Consultant	P	Non-DOD FFRDC
Rogers	Gen. Bernard	W	LMI	Trustee	C	DOD FFRDC
Rogers	Gen. Bernard	W	IDA	Trustee	C	DOD FFRDC
Rogers	Gen. Bernard	W	Kemper National Insurance Co.	Director	C	Private sector firm
Rogers	Gen. Bernard	W	Coca Cola Co.	Consultant	C	Private sector firm
Rogers	Gen. Bernard	W	Thomas Industries Inc.	Director	C	Private sector firm
Rogers	Gen. Bernard	W	General Dynamics Corp.	Director	C	Private sector firm--DOD
Rogers	Gen. Bernard	W	Army	Chief of Staff	P	Military
Rogers	Gen. Bernard	W	Army, Europe	Commander-in-Chief	P	Military
Rogers	Gen. Bernard	W	NATO	Supreme Allied Commander	P	Other
Shull	Dr. Harrison		IDA	Trustee	C	DOD FFRDC
Shull	Dr. Harrison		U.S. Naval Postgraduate School	Dean	C	Military
Shull	Dr. Harrison		Storage Technology Corp.	Director	C	Private sector firm
Shull	Dr. Harrison		Associated Universities, Inc.	Trustee	P	Federal government
Shull	Dr. Harrison		Argonne Universities Association	Trustee	P	Federal government
Shull	Dr. Harrison		Chief of Naval Operations, Executive Panel	Member	P	Military
Shull	Dr. Harrison		Fermi National Lab	Trustee	P	Non-DOD FFRDC
Smith	Gen. William	Y	IDA	Trustee	C	DOD FFRDC
Smith	Gen. William	Y	IDA	President	P	DOD FFRDC
Smith	Gen. William	Y	Air Force, U.S. European Command	Deputy Commander-in-Chief	P	Military
Sproull	Dr. Robert	L	IDA	Trustee	C	DOD FFRDC
Sproull	Dr. Robert	L	Rochester University	Professor Emeritus	C	University
Sproull	Dr. Robert	L	Defense Science Board	Chairman	P	Military
Sproull	Dr. Robert	L	Naval Research Advisory Committee	Member	P	Military
Sproull	Dr. Robert	L	Deep Springs College	Trustee	P	University
Sproull	Dr. Robert	L	Cornell University	Trustee	P	University with DOD R&D
Train II	Adm. Harry	D	IDA	Trustee	C	DOD FFRDC
Train II	Adm. Harry	D	Aydin Corp.	Director	C	Private sector firm
Train II	Adm. Harry	D	Science Applications International Corp.	Manager	C	Private sector firm--DOD
Train II	Adm. Harry	D	Navy, U.S. Atlantic Command	Commander-in-Chief	P	Military
Train II	Adm. Harry	D	NATO	Supreme Allied Commander	P	Other
Welch	Gen. Larry	D	IDA	Trustee, President	C	DOD FFRDC
Welch	Gen. Larry	D	Lawrence Livermore National Lab	Member, Advisory Committee	C	Non-DOD FFRDC
Welch	Gen. Larry	D	Air Force	Chief of Staff	P	Military
Whitehurst	Dr. G	W	IDA	Trustee	C	DOD FFRDC
Whitehurst	Dr. G	W	Old Dominion University	Lecturer	C	University
Whitehurst	Dr. G	W	U.S. House of Representatives	Member	P	Federal government
York	Dr. Herbert	F	IDA	Trustee	C	DOD FFRDC

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--IDA**

<b>Last name</b>	<b>First name</b>	<b>MI</b>	<b>Firm</b>	<b>Position</b>	<b>FY93</b>	<b>Affiliation</b>
York	Dr. Herbert	F	Bull Atomic Scientists	Director	C	Private sector firm
York	Dr. Herbert	F	California University, San Diego	Professor Emeritus	C	University with DOD R&D
York	Dr. Herbert	F	ASP	Trustee	P	DOD FFRDC
York	Dr. Herbert	F	President's Science Advisory Committee	Vice Chairman	P	Federal government
York	Dr. Herbert	F	Defense Research and Engineering	Director	P	Military
York	Dr. Herbert	F	Defense Science Board	Member	P	Military

**Appendix IV**  
**Trustee Fiscal Year 1993 Affiliations by**  
**Category**

**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--LLB**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Boileau	Oliver	C	LLB	Trustee	C	DOD FFRDC
Boileau	Oliver	C	Northrop-Grumman, B-2 Division	President and General Manager	C	Private sector firm--DOD
Boileau	Oliver	C	St. Louis University	Visitors Board	C	University
Boileau	Oliver	C	General Dynamics Corp.	President and Director	P	Private sector firm--DOD
Boileau	Oliver	C	Boeing Aerospace Corp.	President	P	Private sector firm--DOD
Boileau	Oliver	C	Southern Methodist University	Visitors Board	P	University
Boileau	Oliver	C	Rankin Technology Institute	Trustee	P	University
Boileau	Oliver	C	Lawrence Institute of Technology	Member, Advisory Board	P	University
Boileau	Oliver	C	Pennsylvania University	Board of Overseers	P	University with DOD R&D
Everett	Robert	R	LLB	Trustee	C	DOD FFRDC
Everett	Robert	R	MTR	President Emeritus, Trustee	C	DOD FFRDC
Everett	Robert	R	FAA Research, Engineering, & Development	Member	C	Federal government
Everett	Robert	R	Defense Science Board	Member	C	Military
Everett	Robert	R	Air Force Scientific Advisory Board	Scientist	C	Military
Everett	Robert	R	Missile Defense Advisory Committee	Member	C	Military
Everett	Robert	R	Digital Equipment Corp.	Director	C	Private sector firm
Everett	Robert	R	Air Traffic Control Advisory Committee	Member	P	Federal government
Everett	Robert	R	NASA Tracking & Data Acquisition Panel	Member	P	Federal government
Everett	Robert	R	President's Science Advisory Committee	Consultant	P	Federal government
Everett	Robert	R	Air Force Range Technology Advisory Group	Consultant	P	Military
Everett	Robert	R	Defense Research & Engineering Panel	Member	P	Military
Everett	Robert	R	Defense Communications Science Panel	Member	P	Military
Fink	Daniel	J	LLB	Trustee	C	DOD FFRDC
Fink	Daniel	J	Defense Science Board	Senior Consultant	C	Military
Fink	Daniel	J	Orbital Sciences Corp.	Director	C	Private sector firm
Fink	Daniel	J	M/A-COM, Inc.	Director	C	Private sector firm
Fink	Daniel	J	D.J. Fink Associates, Inc.	President	C	Private sector firm
Fink	Daniel	J	Titan Corp.	Director	C	Private sector firm
Fink	Daniel	J	NASA Advisory Council	Member	P	Federal government
Fink	Daniel	J	Vice President's Space Policy Advisory Board	Member	P	Federal government
Fink	Daniel	J	Commission on Future of U. S. Space Program	Member	P	Federal government
Fink	Daniel	J	General Electric	Senior Vice President	P	Private sector firm--DOD
Horn	Dr. Paul	M	LLB	Trustee	C	DOD FFRDC
Horn	Dr. Paul	M	IBM Semiconductor R&D Co.	Director	C	Private sector firm--DOD
Horn	Dr. Paul	M	Chicago University	Member, Visiting Board	C	University
Horn	Dr. Paul	M	San Francisco State University	Member, Advisory Board	C	University
Horn	Dr. Paul	M	California University, Berkeley	Member, Advisory Board	C	University with DOD R&D
Horn	Dr. Paul	M	Princeton University Materials Institute	Member, Advisory Board	C	University with DOD R&D
Ippen	Erich	P	LLB	Trustee	C	DOD FFRDC

**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
Category**

**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--LLB**

<b>Last name</b>	<b>First name</b>	<b>MI</b>	<b>Firm</b>	<b>Position</b>	<b>FY93</b>	<b>Affiliation</b>
Ippen	Erich	P	Bell Labs	Consultant	C	Private sector firm
Ippen	Erich	P	Sage Labs, Inc.	Director	C	Private sector firm
Ippen	Erich	P	MIT	Professor	C	University with DOD R&D
Ippen	Erich	P	Allied Corp.	Consultant	P	Private sector firm
Kerman	Arthur	K	LLB	Trustee	C	DOD FFRDC
Kerman	Arthur	K	Oak Ridge National Lab	Consultant	C	Non-DOD FFRDC
Kerman	Arthur	K	Los Alamos National Lab	Consultant	C	Non-DOD FFRDC
Kerman	Arthur	K	Lawrence Livermore National Lab	Consultant	C	Non-DOD FFRDC
Kerman	Arthur	K	MIT	Professor	C	University with DOD R&D
Kerman	Arthur	K	President's Commission on Science & Technology	Member	P	Federal government
Kerman	Arthur	K	Nuclear Science Committee, Department of Energy	Member	P	Federal government
Kerman	Arthur	K	National Institute of Standards and Technology	Consultant	P	Federal government
Kerman	Arthur	K	Lawrence Berkeley National Lab	Consultant	P	Non-DOD FFRDC
Kerman	Arthur	K	Brookhaven National Lab	Consultant	P	Non-DOD FFRDC
Kerman	Arthur	K	Argonne National Lab	Consultant	P	Non-DOD FFRDC
Kerman	Arthur	K	Shell Oil Co.	Consultant	P	Private sector firm--DOD
Kerman	Arthur	K	Brooklyn College	Professor	P	University
Kerman	Arthur	K	New York State University	Visiting Professor	P	University with DOD R&D
Picard	Dennis	J	LLB	Trustee	C	DOD FFRDC
Picard	Dennis	J	Amana Refrigeration, Inc.	Director	C	Private sector firm
Picard	Dennis	J	State Street Boston Corp.	Director	C	Private sector firm
Picard	Dennis	J	Raytheon	Chairman, CEO	C	Private sector firm--DOD
Pierre	Dr. Percy	A	CNA	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	ASP	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	LLB	Trustee	C	DOD FFRDC
Pierre	Dr. Percy	A	Defense Science Board	Member	C	Military
Pierre	Dr. Percy	A	Los Alamos National Lab	Member, Advisory Board	C	Non-DOD FFRDC
Pierre	Dr. Percy	A	The Hitachi Foundations, Governing Board	Member	C	Other
Pierre	Dr. Percy	A	CMS Energy Corp.	Director	C	Private sector firm
Pierre	Dr. Percy	A	Old Kent Financial Corp.	Director	C	Private sector firm
Pierre	Dr. Percy	A	Michigan State University	Vice President	C	University
Pierre	Dr. Percy	A	Notre Dame University	Member, Governing Board	C	University
Pierre	Dr. Percy	A	Army	Assistant Secretary	P	Military
Pierre	Dr. Percy	A	Percy A. Pierre Associates	President	P	Private sector firm
Pierre	Dr. Percy	A	Prairie View A&M University	President	P	University
Pierre	Dr. Percy	A	Howard University	Dean	P	University
Press	Dr. Frank		LLB	Trustee	C	DOD FFRDC
Press	Dr. Frank		NASA Lunar/Planetary Missions Board	Member	C	Federal government
Press	Dr. Frank		Office of Science & Technology Policy	Director	C	Federal government

**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--LLB**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Randolph	Gen. Bernard	P	LLB	Trustee	C	DOD FFRDC
Randolph	Gen. Bernard	P	IDA	Consultant	C	DOD FFRDC
Randolph	Gen. Bernard	P	Defense Intelligence, Science Advisory Board	Member	C	Military
Randolph	Gen. Bernard	P	Defense Science Board	Member	C	Military
Randolph	Gen. Bernard	P	TRW Space & Electronics	Vice President	C	Private sector firm--DOD
Randolph	Gen. Bernard	P	Air Force Systems Command	Commander	P	Military
Randolph	Gen. Bernard	P	Xavier University	Chairman of Board	P	University
Richter	Dr. Burton		LLB	Trustee	C	DOD FFRDC
Richter	Dr. Burton		Stanford Linear Accelerator Center	Director	C	Non-DOD FFRDC
Richter	Dr. Burton		Varian Associates Inc.	Director	C	Private sector firm
Richter	Dr. Burton		Stanford University	Professor	C	University with DOD R&D
Ruina	Dr. Jack		LLB	Trustee	C	DOD FFRDC
Ruina	Dr. Jack		MTR	Trustee	C	DOD FFRDC
Ruina	Dr. Jack		Department of Transportation	Member, Advisory Committee	C	Federal government
Ruina	Dr. Jack		Office of Technology Assessment	Member, Advisory Committee	C	Federal government
Ruina	Dr. Jack		National Science Foundation	Member, Advisory Committee	C	Federal government
Ruina	Dr. Jack		GRC International, Inc.	Director	C	Private sector firm
Ruina	Dr. Jack		MIT	Professor	C	University with DOD R&D
Ruina	Dr. Jack		IDA	President	P	DOD FFRDC
Ruina	Dr. Jack		Office of Science & Technology	Consultant	P	Federal government
Ruina	Dr. Jack		DOD	Assistant Director	P	Military
Ruina	Dr. Jack		Advanced Research Projects Agency	Director	P	Military
Ruina	Dr. Jack		Brown University	Professor	P	University with DOD R&D
Ruina	Dr. Jack		Special Labs, MIT	Vice President	P	University with DOD R&D
Ruina	Dr. Jack		Illinois University	Professor	P	University with DOD R&D
Shea	Dr. Joseph	F	ASP	Trustee	C	DOD FFRDC
Shea	Dr. Joseph	F	LLB	Trustee	C	DOD FFRDC
Shea	Dr. Joseph	F	NASA Advisory Council	Member	C	Federal government
Shea	Dr. Joseph	F	Air Force Studies Board	Chairperson	C	Military
Shea	Dr. Joseph	F	Defense Science Board	Member	C	Military
Shea	Dr. Joseph	F	MIT	Professor	C	University with DOD R&D
Shea	Dr. Joseph	F	NASA Office of Manned Space Flight	Deputy Director	P	Federal government
Shea	Dr. Joseph	F	Polaroid Corp.	Vice President, Engineering	P	Private sector firm
Shea	Dr. Joseph	F	Raytheon, Engineering	Senior Vice President	P	Private sector firm--DOD
Slocombe	Walter	B	LLB	Trustee	C	DOD FFRDC
Slocombe	Walter	B	DOD	Deputy Under Secretary	C	Military
Slocombe	Walter	B	Caplin & Drysdale	Partner	C	Private sector firm
Slocombe	Walter	B	RND	Consultant	P	DOD FFRDC
Slocombe	Walter	B	CNA	Member Advisory Council	P	DOD FFRDC

**Appendix IV**  
**Trustee Fiscal Year 1993 Affiliations by**  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--LLB**

<b>Last name</b>	<b>First name</b>	<b>MI</b>	<b>Firm</b>	<b>Position</b>	<b>FY93</b>	<b>Affiliation</b>
Slocombe	Walter	B	Office of Technology Assessment	Member Advisory Panel	P	Federal government
Slocombe	Walter	B	Strategic Air Command Advisory Committee	Member	P	Military
Slocombe	Walter	B	Princeton University Woodrow Wilson School	Member Advisory Committee	P	University with DOD R&D
Welch	Dr. Jasper	A	LLB	Trustee	C	DOD FFRDC
Welch	Dr. Jasper	A	Defense Science Board	Consultant	C	Military
Welch	Dr. Jasper	A	Air Force Scientific Advisory Board	Consultant	C	Military
Welch	Dr. Jasper	A	Jasper Welch Associates	President	C	Private sector firm
Welch	Dr. Jasper	A	National Security Council	Coordinator, Defense Policy	P	Federal government
Welch	Dr. Jasper	A	President's Science Advisory Committee	Consultant	P	Federal government
Welch	Dr. Jasper	A	DOD	Assistant to Secretary of Defense	P	Military
Whitesides	George	M	LLB	Trustee	C	DOD FFRDC
Whitesides	George	M	Defense Science Board	Member	C	Military
Whitesides	George	M	Defense Advanced Research Projects Agency	Science Research Council	C	Military
Whitesides	George	M	Dexter Corp.	Director	C	Private sector firm
Whitesides	George	M	Advanced Magnetics, Inc.	Director	C	Private sector firm
Whitesides	George	M	Harvard University	Professor	C	University with DOD R&D
Widnall	Dr. Sheila	E	LLB	Trustee	C	DOD FFRDC
Widnall	Dr. Sheila	E	ASP	Trustee	C	DOD FFRDC
Widnall	Dr. Sheila	E	Air Force	Secretary	C	Military
Widnall	Dr. Sheila	E	Carnegie Corp.	Trustee	C	Other
Widnall	Dr. Sheila	E	Flex Foil Technology	Board Chairman	C	Private sector firm
Widnall	Dr. Sheila	E	Chemfab, Inc.	Trustee	C	Private sector firm
Widnall	Dr. Sheila	E	Draper Labs	Trustee	C	Private sector firm--DOD
Widnall	Dr. Sheila	E	MIT	Associate Provost & Professor	C	University with DOD R&D
Widnall	Dr. Sheila	E	Office of Technology Assessment	Member, Advisory Panel	P	Federal government
Widnall	Dr. Sheila	E	National Science Foundation	Vice Chair, Advisory Committee	P	Federal government
Widnall	Dr. Sheila	E	Department of Transportation	Director, University Research	P	Federal government
Widnall	Dr. Sheila	E	Air Force Academy	Chair, Board of Visitors	P	Military
Widnall	Dr. Sheila	E	Air Force Advisory Committees	Member	P	Military
Widnall	Dr. Sheila	E	Analytical Services Inc.	Trustee	P	Private sector firm

**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
Category**

**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--LMI**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Atwood, Jr.	Donald	J	LMI	Trustee	C	DOD FFRDC
Atwood, Jr.	Donald	J	Draper Labs	Director	C	Private sector firm--DOD
Atwood, Jr.	Donald	J	State Department	Deputy Secretary	P	Federal government
Atwood, Jr.	Donald	J	DOD	Deputy Secretary	P	Military
Atwood, Jr.	Donald	J	Delco Electronics Corp.	President	P	Private sector firm
Atwood, Jr.	Donald	J	General Motors Corp.	Vice Chairman	P	Private sector firm--DOD
Atwood, Jr.	Donald	J	General Motors Hughes Electronics Corp.	President	P	Private sector firm--DOD
Baird	Dr. Charles	F	CNA	Chairman, Trustee	C	DOD FFRDC
Baird	Dr. Charles	F	LMI	Trustee	C	DOD FFRDC
Baird	Dr. Charles	F	Inco Limited	President, Chairman, CEO	C	Private sector firm
Baird	Dr. Charles	F	Standard Fire Insurance Co.	Director	C	Private sector firm
Baird	Dr. Charles	F	Aetna Life and Casualty Co.	Director	C	Private sector firm
Baird	Dr. Charles	F	Bucknell University	Trustee	C	University
Baird	Dr. Charles	F	Navy	Under Secretary	P	Military
Benson	Lucy	W	LMI	Trustee	C	DOD FFRDC
Benson	Lucy	W	Alfred P. Sloan Foundation	Trustee	C	Other
Benson	Lucy	W	General Re Corp.	Director	C	Private sector firm
Benson	Lucy	W	Dreyfus Fund, Inc.	Director	C	Private sector firm
Benson	Lucy	W	Benson Associates	President	C	Private sector firm
Benson	Lucy	W	Comsat Corp.	Director	C	Private sector firm
Benson	Lucy	W	Grumman Corp.	Director	C	Private sector firm--DOD
Benson	Lucy	W	Lafayette College	Trustee	C	University
Benson	Lucy	W	Department of State	Under Secretary	P	Federal government
Creson	William	T	LMI	Trustee	C	DOD FFRDC
Creson	William	T	Morton International, Inc.	Director	C	Private sector firm
Creson	William	T	Crown Zellerbach Corp.	Chairman, President, CEO	P	Private sector firm
DiBona	Charles	J	LMI	Trustee	C	DOD FFRDC
DiBona	Charles	J	American Petroleum Institute	President, CEO	C	Private sector firm
DiBona	Charles	J	CNA	President, CEO	P	DOD FFRDC
Foster, Jr.	John	S	LMI	Trustee	C	DOD FFRDC
Foster, Jr.	John	S	Defense Science Board	Chairman	C	Military
Foster, Jr.	John	S	Defense Research and Engineering	Director	P	Military
Foster, Jr.	John	S	Lawrence Livermore National Lab	Director	P	Non-DOD FFRDC
Foster, Jr.	John	S	TRW Inc., Science & Technology	Vice President	P	Private sector firm--DOD
Fox	Dr. J	R	LMI	Trustee	C	DOD FFRDC
Fox	Dr. J	R	ASP	Trustee	C	DOD FFRDC
Fox	Dr. J	R	Harvard University	Professor Emeritus	C	University with DOD R&D
Fox	Dr. J	R	Air Force	Deputy Assistant Secretary	P	Military
Fox	Dr. J	R	Army	Assistant Secretary	P	Military

**Appendix IV**  
**Trustee Fiscal Year 1993 Affiliations by**  
**Category**

TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--LMI

Last name	First name	MI	Firm	Position	FY93	Affiliation
Fox	Dr. J	R	Defense Systems Management College	Chairman, Board of Visitors	P	Military
Ignatius	Paul	R	LMI	Trustee	C	DOD FFRDC
Ignatius	Paul	R	Computer Data Systems Inc.	Director	C	Private sector firm
Ignatius	Paul	R	Navy	Secretary	P	Military
Ignatius	Paul	R	DOD	Assistant Secretary	P	Military
Ignatius	Paul	R	Washington Post	President	P	Private sector firm
Latimer	Thomas	P	LMI	Trustee	C	DOD FFRDC
Latimer	Thomas	P	SI Handling System Inc.	Chairman	C	Private sector firm
Latimer	Thomas	P	Chicago Pneumatic Tool Co.	President, CEO	P	Private sector firm
Myers	Dale	D	LMI	Trustee	C	DOD FFRDC
Myers	Dale	D	MacNeal-Schwendler Corp.	Director	C	Private sector firm
Myers	Dale	D	NASA	Deputy Administrator	P	Federal government
Myers	Dale	D	Rockwell International Corp.	Vice President	P	Private sector firm--DoD
Norman	William	S	LMI	Trustee	C	DOD FFRDC
Norman	William	S	AMTRAK	Executive Vice President	C	Private sector firm
Norman	William	S	CPC International Inc.	Director	C	Private sector firm
Norman	William	S	American University	Director	C	University
Norman	William	S	Phelps-Stokes Fund	Trustee	P	Private sector firm
Norman	William	S	Cummings Engine Co., Inc.	Vice President	P	Private sector firm
Pratt, Jr.	Edmund	T	LMI	Trustee	C	DOD FFRDC
Pratt, Jr.	Edmund	T	Pratt Hotel Corp.	Vice Chairman, Director	C	Private sector firm
Pratt, Jr.	Edmund	T	Minerals Technologies Inc.	Director	C	Private sector firm
Pratt, Jr.	Edmund	T	International Paper Co.	Director	C	Private sector firm
Pratt, Jr.	Edmund	T	Hollywood Casino Corp.	Vice President, Treasurer, Director	C	Private sector firm
Pratt, Jr.	Edmund	T	Chase Manhattan Corp.	Director	C	Private sector firm
Pratt, Jr.	Edmund	T	Celgene Corp.	Director	C	Private sector firm
Pratt, Jr.	Edmund	T	Pfizer Inc.	Chairman Emeritus	C	Private sector firm
Pratt, Jr.	Edmund	T	General Motors Corp.	Director	C	Private sector firm--DOD
Pratt, Jr.	Edmund	T	Army	Assistant Secretary	P	Military
Pratt, Jr.	Edmund	T	Pfizer Inc.	CEO	P	Private sector firm
Procknow	Donald	E	LMI	Trustee	C	DOD FFRDC
Procknow	Donald	E	CPC Corp.	Director	C	Private sector firm
Procknow	Donald	E	Ingersoll-Rand Co.	Director	C	Private sector firm
Procknow	Donald	E	Prudential Insurance Co.	Director	C	Private sector firm
Procknow	Donald	E	Drew University, New Jersey	Trustee	C	University
Procknow	Donald	E	Western Electric Co.	President	P	Private sector firm
Procknow	Donald	E	AT&T Technologies	Vice Chairman	P	Private sector firm--DOD
Pursley	Gen. Robert	E	LMI	Trustee	C	DOD FFRDC
Pursley	Gen. Robert	E	LMI	President, CEO	P	DOD FFRDC



**Appendix IV**  
**Trustee Fiscal Year 1993 Affiliations by**  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--LMI**

<b>Last name</b>	<b>First name</b>	<b>MI</b>	<b>Firm</b>	<b>Position</b>	<b>FY93</b>	<b>Affiliation</b>
Pursley	Gen. Robert	E	U.S. Air Forces, Japan	Commander	P	Military
Pursley	Gen. Robert	E	J.H. Whitney & Co.	Partner	P	Private sector firm
Rogers	Gen. Bernard	W	IDA	Trustee	C	DOD FFRDC
Rogers	Gen. Bernard	W	LMI	Trustee	C	DOD FFRDC
Rogers	Gen. Bernard	W	Kemper National Insurance Co.	Director	C	Private sector firm
Rogers	Gen. Bernard	W	Thomas Industries Inc.	Director	C	Private sector firm
Rogers	Gen. Bernard	W	Coca Cola Co.	Consultant	C	Private sector firm
Rogers	Gen. Bernard	W	General Dynamics Corp.	Director	C	Private sector firm--DOD
Rogers	Gen. Bernard	W	Army	Commander-in-Chief, Europe	P	Military
Rogers	Gen. Bernard	W	Army	Chief of Staff	P	Military
Rogers	Gen. Bernard	W	NATO, Europe	Supreme Allied Commander	P	Other
Shillito	Barry	J	LMI	Trustee	C	DOD FFRDC
Shillito	Barry	J	LMI	President	P	DOD FFRDC
Shillito	Barry	J	DOD	Assistant Secretary	P	Military
Shillito	Barry	J	Teledyne International	Chairman	P	Private sector firm--DOD
Skantze	Gen. Lawrence	A	ASP	Vice Chairman, Board of Trustees	C	DOD FFRDC
Skantze	Gen. Lawrence	A	LMI	Trustee	C	DOD FFRDC
Skantze	Gen. Lawrence	A	Government Systems Inc.	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	Elbit Fort Worth	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	UNC Inc.	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	Modern Technologies Corp.	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	Orincon Corp.	Director	C	Private sector firm
Skantze	Gen. Lawrence	A	National Defense University	Member, Board of Visitors	P	Military
Skantze	Gen. Lawrence	A	Air Force Systems Command	Commander	P	Military
Skantze	Gen. Lawrence	A	Air Force	Vice Chief of Staff	P	Military
Tuttle	Gen. William	G	LMI	President, CEO, Trustee	C	DOD FFRDC
Tuttle	Gen. William	G	Army Materiel Command	Commanding General	P	Military

**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--MTR**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Allbritton	Joe	L	MTR	Trustee	C	DOD FFRDC
Allbritton	Joe	L	Ronald Reagan Presidential Foundation	Trustee	C	Other
Allbritton	Joe	L	LBJ Foundation	Director	C	Other
Allbritton	Joe	L	Allbritton Foundation	President, Trustee	C	Other
Allbritton	Joe	L	First Charleston Corp.	Chairman	C	Private sector firm
Allbritton	Joe	L	Great Cumberland Investments, Ltd.	Chairman	C	Private sector firm
Allbritton	Joe	L	Houston Financial Services Ltd.	Chairman	C	Private sector firm
Allbritton	Joe	L	Jobaro Corp.	Chairman	C	Private sector firm
Allbritton	Joe	L	KATV Television, Inc.	Chairman	C	Private sector firm
Allbritton	Joe	L	KTUL Television, Inc.	Chairman	C	Private sector firm
Allbritton	Joe	L	Lazy Lane, Inc.	Chairman	C	Private sector firm
Allbritton	Joe	L	Perpetual Corp.	Chairman, CEO	C	Private sector firm
Allbritton	Joe	L	Pierce National Life Insurance Co.	Owner, Chairman	C	Private sector firm
Allbritton	Joe	L	Allwin, Inc.	Chairman	C	Private sector firm
Allbritton	Joe	L	University Bancshares, Inc.	Owner, Chairman	C	Private sector firm
Allbritton	Joe	L	Perfin Corp.	Chairman	C	Private sector firm
Allbritton	Joe	L	Westfield Investments, Inc.	Chairman	C	Private sector firm
Allbritton	Joe	L	Westfield Management Corp.	Chairman	C	Private sector firm
Allbritton	Joe	L	Westfield News Advertiser, Inc.	Owner, Chairman	C	Private sector firm
Allbritton	Joe	L	WSET, Inc.	Chairman	C	Private sector firm
Allbritton	Joe	L	Allbritton Communications Co.	Owner, Chairman	C	Private sector firm
Allbritton	Joe	L	Allnewsco, Inc.	Chairman	C	Private sector firm
Allbritton	Joe	L	Allbritton News Bureau, Inc.	Chairman	C	Private sector firm
Allbritton	Joe	L	Riggs National Corp.	Chairman, CEO	C	Private sector firm
Allbritton	Joe	L	Georgetown University	Trustee	C	University with DOD R&D
Allbritton	Joe	L	Houston Citizens Bank and Trust Co.	Chairman	P	Private sector firm
Bodman, III	Dr. Samuel	W	MTR	Trustee	C	DOD FFRDC
Bodman, III	Dr. Samuel	W	Bank of Boston Corp.	Director	C	Private sector firm
Bodman, III	Dr. Samuel	W	Cabot Corp.	Chairman, CEO, Director	C	Private sector firm
Bodman, III	Dr. Samuel	W	Cabot Oil & Gas Corp.	Director	C	Private sector firm
Bodman, III	Dr. Samuel	W	John Hancock Mutual Life Insurance Co.	Director	C	Private sector firm
Bodman, III	Dr. Samuel	W	American Oil & Gas Corp.	Director	C	Private sector firm
Bodman, III	Dr. Samuel	W	Westvaco	Director	C	Private sector firm
Bodman, III	Dr. Samuel	W	MIT, Executive Committee	Member	C	University with DOD R&D
Bodman, III	Dr. Samuel	W	American Research and Development Corp.	Technical Director	P	Private sector firm
Bodman, III	Dr. Samuel	W	American Cyanamid Co.	Director	P	Private sector firm
Bodman, III	Dr. Samuel	W	Fidelity Investments	President, CEO	P	Private sector firm
Bodman, III	Dr. Samuel	W	MIT	Professor	P	University with DOD R&D
Branscomb	Dr. Lewis	M	MTR	Trustee	C	DOD FFRDC

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Trustee Fiscal Year 1993 Affiliations by  
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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--MTR

Last name	First name	MI	Firm	Position	FY93	Affiliation
Branscomb	Dr. Lewis	M	Lord Corp.	Director	C	Private sector firm
Branscomb	Dr. Lewis	M	Mobil Corp.	Director	C	Private sector firm--DoD
Branscomb	Dr. Lewis	M	Draper Labs	Director	C	Private sector firm--DoD
Branscomb	Dr. Lewis	M	Vanderbilt University	Trustee	C	University with DOD R&D
Branscomb	Dr. Lewis	M	Harvard University School of Government	Professor	C	University with DOD R&D
Branscomb	Dr. Lewis	M	Woods Hole Oceanographic Institute	Trustee	C	University with DOD R&D
Branscomb	Dr. Lewis	M	National Bureau of Standards	Director	P	Federal government
Branscomb	Dr. Lewis	M	National Science Board	Chairman	P	Federal government
Branscomb	Dr. Lewis	M	IBM	Vice President, Chief Scientist	P	Private sector firm--DoD
Carter	Dr. Ashton	B	MTR	Trustee	C	DOD FFRDC
Carter	Dr. Ashton	B	President's Council on Science & Technology	Member	C	Federal government
Carter	Dr. Ashton	B	Defense Science Board	Member	C	Military
Carter	Dr. Ashton	B	Mosser Construction Inc.	Vice President	C	Private sector firm
Carter	Dr. Ashton	B	Contractors Equipment Rental Inc.	Vice President	C	Private sector firm
Carter	Dr. Ashton	B	MIT	Research Affiliate	C	University with DOD R&D
Carter	Dr. Ashton	B	Harvard University School of Government	Professor	C	University with DOD R&D
Carter	Dr. Ashton	B	Carnegie-Mellon University	Professor	C	University with DOD R&D
Carter	Dr. Ashton	B	Office of Technology Assessment	Analyst	P	Federal government
Carter	Dr. Ashton	B	DOD, Office of the Secretary	Analyst	P	Military
Carter	Dr. Ashton	B	Fermi National Accelerator Lab	Research Associate	P	Non-DOD FFRDC
Carter	Dr. Ashton	B	Brookhaven National Lab	Research Associate	P	Non-DOD FFRDC
Costle	Douglas	M	MTR	Trustee	C	DOD FFRDC
Costle	Douglas	M	Clear Sites Inc.	Director	C	Private sector firm
Costle	Douglas	M	John Hancock Mutual Funds	Independent Trustee	C	Private sector firm
Costle	Douglas	M	Niagara Mohawk Power Corp.	Director	C	Private sector firm
Costle	Douglas	M	Air & Water Technologies Corp.	Director	C	Private sector firm
Costle	Douglas	M	Environmental Protection Agency	Administrator	P	Federal government
Costle	Douglas	M	Congressional Budget Office	Assistant Director	P	Federal government
Costle	Douglas	M	Updike, Kelly & Spellacy	Counsel	P	Private sector firm
Costle	Douglas	M	Environmental Treatment & Technology Corp.	Member	P	Private sector firm
Costle	Douglas	M	Vermont Law School	Dean	P	University
Costle	Douglas	M	Harvard University	Professor	P	University with DOD R&D
Everett	Robert	R	LLB	Trustee	C	DOD FFRDC
Everett	Robert	R	MTR	President Emeritus, Trustee	C	DOD FFRDC
Everett	Robert	R	FAA Research, & Development Committee	Member	C	Federal government
Everett	Robert	R	Defense Science Board	Member	C	Military
Everett	Robert	R	Air Force Scientific Advisory Board	Scientist	C	Military
Everett	Robert	R	Ballistic Missile Defense Advisory Committee	Member	C	Military
Everett	Robert	R	Digital Equipment Corp.	Director	C	Private sector firm

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**Trustee Fiscal Year 1993 Affiliations by**  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--MTR**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Everett	Robert	R	NASA Tracking & Data Acquisition Panel	Member	P	Federal government
Everett	Robert	R	President's Science Advisory Committee	Consultant	P	Federal government
Everett	Robert	R	Air Traffic Control Advisory Committee	Member	P	Federal government
Everett	Robert	R	Air Force Systems Command	Consultant	P	Military
Everett	Robert	R	Defense Research & Engineering Panel	Member	P	Military
Everett	Robert	R	Defense Communications Advisory Group	Member	P	Military
Happer, Jr.	Dr. William		MTR	Trustee	C	DOD FFRDC
Happer, Jr.	Dr. William		Princeton University	Professor	C	University with DOD R&D
Happer, Jr.	Dr. William		NASA	Consultant	P	Federal government
Happer, Jr.	Dr. William		Department of Energy	Director, Office of Energy	P	Federal government
Happer, Jr.	Dr. William		Army	Consultant	P	Military
Happer, Jr.	Dr. William		Naval Air Development Center	Consultant	P	Military
Happer, Jr.	Dr. William		Air Force Scientific Advisory Board	Member	P	Military
Happer, Jr.	Dr. William		SDI Scientific Advisory Committee	Member	P	Military
Happer, Jr.	Dr. William		Air Force	Consultant	P	Military
Happer, Jr.	Dr. William		Singer-Kearfott	Consultant	P	Private sector firm
Happer, Jr.	Dr. William		RCA	Consultant	P	Private sector firm
Happer, Jr.	Dr. William		Bendix	Consultant	P	Private sector firm
Happer, Jr.	Dr. William		Litton Industries	Consultant	P	Private sector firm--DOD
Happer, Jr.	Dr. William		Johns Hopkins University Applied Physics Lab	Consultant	P	University with DOD R&D
Happer, Jr.	Dr. William		Columbia University	Professor	P	University with DOD R&D
Heilmeier	Dr. George	H	MTR	Trustee	C	DOD FFRDC
Heilmeier	Dr. George	H	National Security Agency Scientific Advisory Board	Member	C	Federal government
Heilmeier	Dr. George	H	President's Telecommunications Advisory Committee	Member	C	Federal government
Heilmeier	Dr. George	H	Defense Science Board	Member	C	Military
Heilmeier	Dr. George	H	Compaq Computer Corp.	Director	C	Private sector firm
Heilmeier	Dr. George	H	Bellcore	President, CEO	C	Private sector firm
Heilmeier	Dr. George	H	Automatic Data Processing	Director	C	Private sector firm
Heilmeier	Dr. George	H	TRW	Director	C	Private sector firm--DOD
Heilmeier	Dr. George	H	Princeton University Leadership Council	Member	C	University with DOD R&D
Heilmeier	Dr. George	H	Pennsylvania University	Member, Board of Overseers	C	University with DOD R&D
Heilmeier	Dr. George	H	MIT	Visiting Member	C	University with DOD R&D
Heilmeier	Dr. George	H	DOD	Assistant Director	P	Military
Heilmeier	Dr. George	H	DOD	Special Assistant	P	Military
Heilmeier	Dr. George	H	Defense Advanced Research Projects Agency	Director	P	Military
Heilmeier	Dr. George	H	Texas Instruments, Inc.	Senior Vice President	P	Private sector firm--DOD
Holmes	D	B	MTR	Trustee	C	DOD FFRDC
Holmes	D	B	Holmes Associates Inc.	President	C	Private sector firm
Holmes	D	B	Wyman-Gordon Co.	Director	C	Private sector firm

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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--MTR

Last name	First name	MI	Firm	Position	FY93	Affiliation
Holmes	D	B	NASA, Manned Space Flight	Director	P	Federal government
Holmes	D	B	RCA	Manager	P	Private sector firm
Holmes	D	B	Beech Aircraft Corp.	Chairman of Board	P	Private sector firm
Holmes	D	B	Raytheon	President	P	Private sector firm--DOD
Horowitz	Dr. Barry	M	MTR	President, CEO, Trustee	C	DOD FFRDC
Horowitz	Dr. Barry	M	Air Force Scientific Advisory Board	Special Consultant	C	Military
Horowitz	Dr. Barry	M	Defense Science Board	Special Consultant	C	Military
Horowitz	Dr. Barry	M	Defense Information Systems Agency Advisory Group	Member	C	Military
Horowitz	Dr. Barry	M	Boston Edison, Technical Advisory Committee	Member	C	Private sector firm
Horowitz	Dr. Barry	M	Harvard University	Research Fellow	C	University with DOD R&D
Horowitz	Dr. Barry	M	Northeastern University	Overseer	C	University with DOD R&D
Huddleson, Jr.	Edwin	E	MTR	Honorary Trustee	C	DOD FFRDC
Huddleson, Jr.	Edwin	E	Varian Associates	Director	C	Private sector firm
Huddleson, Jr.	Edwin	E	Cooley, Godward, Castro, Huddleson & Tatum	Partner	C	Private sector firm
Huddleson, Jr.	Edwin	E	ASP	Trustee	P	DOD FFRDC
Huddleson, Jr.	Edwin	E	RND	Trustee	P	DOD FFRDC
Huddleson, Jr.	Edwin	E	Department of State	Director	P	Federal government
Huddleson, Jr.	Edwin	E	Atomic Energy Commission	Deputy General Counsel	P	Federal government
Jones	Dr. Anita	K	MTR	Trustee	C	DOD FFRDC
Jones	Dr. Anita	K	Defense Science Board	Member	C	Military
Jones	Dr. Anita	K	Air Force Scientific Advisory Board	Member	C	Military
Jones	Dr. Anita	K	Science Applications International Corp.	Member	C	Private sector firm--DOD
Jones	Dr. Anita	K	University of Virginia	Professor	C	University
Jones	Dr. Anita	K	LLB	Trustee	P	DOD FFRDC
Jones	Dr. Anita	K	Tartan Labs	Vice President, Secretary	P	Private sector firm
Jones	Dr. Anita	K	Carnegie-Mellon University	Professor	P	University with DOD R&D
Kaplan	Helene	L	MTR	Trustee	C	DOD FFRDC
Kaplan	Helene	L	NYNEX Corp.	Director	C	Private sector firm
Kaplan	Helene	L	Skadden, Arps, Slate, Meagher & Flom	Of Counsel	C	Private sector firm
Kaplan	Helene	L	Metropolitan Life Insurance Co.	Director	C	Private sector firm
Kaplan	Helene	L	May Department Stores Co.	Director	C	Private sector firm
Kaplan	Helene	L	Institute for Advanced Study	Trustee	C	Private sector firm
Kaplan	Helene	L	Commonwealth Fund	Director	C	Private sector firm
Kaplan	Helene	L	Chemical Bank	Director	C	Private sector firm
Kaplan	Helene	L	Mobil Corp.	Director	C	Private sector firm--DOD
Kaplan	Helene	L	Barnard College	Chairman	C	University
Kaplan	Helene	L	Carnegie Corp.	Trustee	P	Other
Marsh	Gen. Robert	T	SEI	Trustee	C	DOD FFRDC
Marsh	Gen. Robert	T	MTR	Trustee	C	DOD FFRDC

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--MTR**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Marsh	Gen. Robert	T	Air Force Institute of Technology	Member	C	Military
Marsh	Gen. Robert	T	Converse Government Systems Corp.	Director	C	Private sector firm
Marsh	Gen. Robert	T	Flight International Corp.	Director	C	Private sector firm
Marsh	Gen. Robert	T	Ithaco Corp.	Director	C	Private sector firm
Marsh	Gen. Robert	T	Cimflex Teknowledge Corp.	Director	C	Private sector firm
Marsh	Gen. Robert	T	Thiokol Corp.	Director	C	Private sector firm--DOD
Marsh	Gen. Robert	T	CAE-Link Corp.	Director	C	Private sector firm--DOD
Marsh	Gen. Robert	T	Air Force Systems Command	Commander	P	Military
McCune, Jr.	William	J	MTR	Honorary Trustee	C	DOD FFRDC
McCune, Jr.	William	J	Northeastern University	Member	C	University with DOD R&D
McCune, Jr.	William	J	Polaroid Corp.	Chairman, CEO	P	Private sector firm
Meyer	Gen. Edward	C	MTR	Trustee	C	DOD FFRDC
Meyer	Gen. Edward	C	George C. Marshall Foundation	Trustee	C	Other
Meyer	Gen. Edward	C	ALCATEL	Director	C	Private sector firm
Meyer	Gen. Edward	C	Brown Group	Director	C	Private sector firm
Meyer	Gen. Edward	C	GRC International, Inc.	Director	C	Private sector firm
Meyer	Gen. Edward	C	SAVUNMA SANAYI A.S.	Director	C	Private sector firm
Meyer	Gen. Edward	C	Rayonier Forest Resources Co.	Director	C	Private sector firm
Meyer	Gen. Edward	C	FMC Corp.	Director	C	Private sector firm--DOD
Meyer	Gen. Edward	C	ITT	Director	C	Private sector firm--DOD
Meyer	Gen. Edward	C	Army War College	Deputy Commandant	P	Military
Meyer	Gen. Edward	C	Army	Chief of Staff	P	Military
Ragone	Dr. David	V	MTR	Trustee	C	DOD FFRDC
Ragone	Dr. David	V	Sifco, Inc.	Director	C	Private sector firm
Ragone	Dr. David	V	Augat, Inc.	Director	C	Private sector firm
Ragone	Dr. David	V	Cabot Corp.	Director	C	Private sector firm
Ragone	Dr. David	V	MIT	Professor	C	University with DOD R&D
Ragone	Dr. David	V	National Science Foundation	Governing Board	P	Federal government
Ragone	Dr. David	V	National Science Board	Member	P	Federal government
Ragone	Dr. David	V	Ibis Associates	Director	P	Private sector firm
Ragone	Dr. David	V	Ampers & Specialty Materials Ventures	General Partner	P	Private sector firm
Ragone	Dr. David	V	General Dynamics, General Atomic Division	Chairman, Metallurgy Dept	P	Private sector firm--DOD
Ragone	Dr. David	V	Case Western Reserve University	President	P	University
Ragone	Dr. David	V	Dartmouth College	Dean	P	University
Ragone	Dr. David	V	Carnegie-Mellon University	Associate Dean	P	University with DOD R&D
Ragone	Dr. David	V	Michigan University	Dean	P	University with DOD R&D
Raines	Franklin	D	MTR	Trustee	C	DOD FFRDC
Raines	Franklin	D	Fannie Mae	Vice Chairman	C	Federal government
Raines	Franklin	D	Urban Institute	Director	C	Private sector firm

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--MTR**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Raines	Franklin	D	Pfizer Inc.	Director	C	Private sector firm
Raines	Franklin	D	University of Puget Sound	Trustee	C	University
Raines	Franklin	D	Harvard University	President, Board of Overseers	C	University with DOD R&D
Raines	Franklin	D	Office of Management and Budget	Associate Director	P	Federal government
Raines	Franklin	D	White House Domestic Policy Staff	Assistant Director	P	Federal government
Raines	Franklin	D	Preston, Thorgrimson, Ellis, Holman & Fletcher	Associate	P	Private sector firm
Raines	Franklin	D	Lazard Freres & Co.	Partner	P	Private sector firm
Raines	Franklin	D	Harvard University School of Government	Teaching Fellow	P	University with DOD R&D
Ruina	Dr. Jack		MTR, Board of Trustees	Vice Chairman	C	DOD FFRDC
Ruina	Dr. Jack		LLB	Trustee	C	DOD FFRDC
Ruina	Dr. Jack		Office of Technology Assessment	Member, Advisory Committee	C	Federal government
Ruina	Dr. Jack		Department of Transportation	Member, Advisory Committee	C	Federal government
Ruina	Dr. Jack		National Science Foundation	Member, Advisory Committee	C	Federal government
Ruina	Dr. Jack		GRC International Inc.	Director	C	Private sector firm
Ruina	Dr. Jack		MIT	Professor	C	University with DOD R&D
Ruina	Dr. Jack		IDA	President	P	DOD FFRDC
Ruina	Dr. Jack		Office of Science & Technology	Consultant	P	Federal government
Ruina	Dr. Jack		DOD	Assistant Director	P	Military
Ruina	Dr. Jack		Advanced Research Projects Agency	Director	P	Military
Ruina	Dr. Jack		Special Labs, MIT	Vice President	P	University with DOD R&D
Ruina	Dr. Jack		Brown University	Professor	P	University with DOD R&D
Ruina	Dr. Jack		Illinois University	Professor	P	University with DOD R&D
Schlesinger	Dr. James	R	MTR	Chairman, Board of Trustees	C	DOD FFRDC
Schlesinger	Dr. James	R	Riggs National Corp.	Director	C	Private sector firm
Schlesinger	Dr. James	R	BNFL Inc.	Director	C	Private sector firm
Schlesinger	Dr. James	R	Lehman Brothers	Senior Advisor	C	Private sector firm
Schlesinger	Dr. James	R	RND	Director, Strategic Studies	P	DOD FFRDC
Schlesinger	Dr. James	R	Atomic Energy Commission	Chairman	P	Federal government
Schlesinger	Dr. James	R	Bureau of the Budget	Consultant	P	Federal government
Schlesinger	Dr. James	R	Board of Governors, Federal Reserve	Consultant	P	Federal government
Schlesinger	Dr. James	R	Department of Energy	Secretary	P	Federal government
Schlesinger	Dr. James	R	Central Intelligence Agency	Director	P	Federal government
Schlesinger	Dr. James	R	DOD	Secretary of Defense	P	Military
Schlesinger	Dr. James	R	University of Virginia	Associate Professor	P	University
Zraket	Charles	A	MTR	Trustee	C	DOD FFRDC
Zraket	Charles	A	CNA	Trustee	C	DOD FFRDC
Zraket	Charles	A	Defense Science Board	Consultant	C	Military
Zraket	Charles	A	Advanced Photovoltaic Systems Corp.	Director	C	Private sector firm
Zraket	Charles	A	Aspect Medical Systems Corp.	Director	C	Private sector firm

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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--MTR

Last name	First name	MI	Firm	Position	FY93	Affiliation
Zraket	Charles	A	Hudson Institute	Trustee	C	Private sector firm
Zraket	Charles	A	Wyman-Gordon Corp.	Director	C	Private sector firm
Zraket	Charles	A	Boston Edison Co.	Director	C	Private sector firm
Zraket	Charles	A	Bank of Boston	Director	C	Private sector firm
Zraket	Charles	A	Northeastern University	Trustee	C	University with DOD R&D
Zraket	Charles	A	Harvard University School of Government	Fellow	C	University with DOD R&D
Zraket	Charles	A	MTR	President, CEO	P	DOD FFRDC
Zraket	Charles	A	Aspen Institute, Strategy Group	Member	P	Private sector firm
Zraket	Charles	A	Stanford University Arms Control Center	Member	P	University with DOD R&D



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Trustee Fiscal Year 1993 Affiliations by  
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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--RND**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Bing	Dr. Peter	S	RND	Trustee	C	DOD FFRDC
Bing	Dr. Peter	S	Times Mirror Corp.	Director	C	Private sector firm
Bing	Dr. Peter	S	Stanford University	Trustee	C	University with DOD R&D
Brown	Dr. Harold		RND	Trustee	C	DOD FFRDC
Brown	Dr. Harold		Rockefeller Foundation	Trustee	C	Other
Brown	Dr. Harold		Beckman Foundation	Trustee	C	Other
Brown	Dr. Harold		Alumax Inc.	Director	C	Private sector firm
Brown	Dr. Harold		Mattell Inc.	Director	C	Private sector firm
Brown	Dr. Harold		Warburg, Pincus & Co.	Partner	C	Private sector firm
Brown	Dr. Harold		CBS Inc.	Director	C	Private sector firm
Brown	Dr. Harold		Cummins Engine Co., Inc.	Director	C	Private sector firm
Brown	Dr. Harold		Philip Morris Inc.	Director	C	Private sector firm
Brown	Dr. Harold		Evergreen Holdings Inc.	Director	C	Private sector firm
Brown	Dr. Harold		AMAX	Director	C	Private sector firm
Brown	Dr. Harold		IBM	Director	C	Private sector firm--DOD
Brown	Dr. Harold		California Institute of Technology	Trustee	C	University with DOD R&D
Brown	Dr. Harold		President's Science Advisory Commission	Consultant, Member	P	Federal government
Brown	Dr. Harold		Air Force	Secretary	P	Military
Brown	Dr. Harold		DOD	Secretary	P	Military
Brown	Dr. Harold		DOD Research and Engineering	Director	P	Military
Brown	Dr. Harold		Air Force Scientific Advisory Board	Member	P	Military
Brown	Dr. Harold		California Institute of Technology	President	P	University with DOD R&D
Brown	Dr. Harold		Johns Hopkins University	Professor	P	University with DOD R&D
Buchsbaum	S	J	RND	Trustee	C	DOD FFRDC
Buchsbaum	S	J	Defense Science Board	Member	C	Military
Carlucci	Frank	C	RND	Trustee	C	DOD FFRDC
Carlucci	Frank	C	Carlyle Group	Vice Chairman	C	Private sector firm
Carlucci	Frank	C	SunResorts Limited	Director	C	Private sector firm
Carlucci	Frank	C	Office of Management and Budget	Deputy Director	P	Federal government
Carlucci	Frank	C	Central Intelligence Agency	Deputy Director	P	Federal government
Carlucci	Frank	C	United States	Assistant to President	P	Federal government
Carlucci	Frank	C	Department of Health, Education, and Welfare	Under Secretary	P	Federal government
Carlucci	Frank	C	Department of State	Ambassador to Portugal	P	Federal government
Carlucci	Frank	C	DOD	Secretary	P	Military
Carlucci	Frank	C	Sears World Trade, Inc.	Chairman, CEO	P	Private sector firm
Gaither	James	C	RND	Trustee	C	DOD FFRDC
Gaither	James	C	The James Irvine Foundation	Trustee	C	Other
Gaither	James	C	Cooley, Godward, Castro, Huddleson & Tatum	Partner	C	Private sector firm
Gaither	James	C	Amylin Pharmaceuticals Inc.	Secretary	C	Private sector firm

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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--RND

Last name	First name	MI	Firm	Position	FY93	Affiliation
Gaither	James	C	Basic Am. Inc.	Director	C	Private sector firm
Gaither	James	C	Dionex Corp.	Secretary	C	Private sector firm
Gaither	James	C	Gilead Sciences Inc.	Secretary	C	Private sector firm
Gaither	James	C	Stanford Management Co.	Director	C	Private sector firm
Gaither	James	C	Scripps Research Institute	Trustee	C	Private sector firm
Gaither	James	C	Levi Strauss & Co.	Director	C	Private sector firm
Gaither	James	C	United States	Assistant to President	P	Federal government
Gaither	James	C	Center for Biotechnology Research	Trustee	P	Private sector firm
Gaither	James	C	Branson School	Trustee	P	University
Gaither	James	C	Stanford University	Trustee	P	University with DOD R&D
Humann	Walter	J	RND	Trustee	C	DOD FFRDC
Humann	Walter	J	Hunt Consolidated Inc., Executive Committee	Chairman	C	Private sector firm
Humann	Walter	J	Memorex Telex N.V.	Director	C	Private sector firm
Humann	Walter	J	MIT Corp.	Member	P	Private sector firm
Humann	Walter	J	Nichols Homeshield	Director	P	Private sector firm
Humann	Walter	J	Thesis Corp.	Director	P	Private sector firm
Humann	Walter	J	First Texas Financial Corp.	Director	P	Private sector firm
Humann	Walter	J	American Federal Bank	Director	P	Private sector firm
Humann	Walter	J	Ling Temco-Vought	Executive	P	Private sector firm
May	Michael	M	RND	Trustee	C	DOD FFRDC
Michelson	G	G	RND	Trustee	C	DOD FFRDC
Michelson	G	G	R.H. Macy & Co.	Senior Vice President	C	Private sector firm
Michelson	G	G	American Stock Exchange	Governor	C	Private sector firm
Michelson	G	G	Chubb Corp.	Director	C	Private sector firm
Michelson	G	G	Discount Corp.	Director	C	Private sector firm
Michelson	G	G	Goodyear Tire & Rubber Co.	Director	C	Private sector firm
Michelson	G	G	Stanley Works	Director	C	Private sector firm
Michelson	G	G	Quaker Oats Co.	Director	C	Private sector firm
Michelson	G	G	Federal Insurance Co.	Director	C	Private sector firm
Michelson	G	G	General Electric Co.	Director	C	Private sector firm--DOD
Michelson	G	G	New York Federal Reserve Bank	Deputy Chairman	P	Federal government
Michelson	G	G	America Institute Inc.	Chairman	P	Private sector firm
Michelson	G	G	Spellman College	Trustee	P	University
Michelson	G	G	Columbia University	Trustee	P	University with DOD R&D
Minow	Newton	N	RND	Trustee	C	DOD FFRDC
Minow	Newton	N	Carnegie Corp, New York	Chairman	C	Other
Minow	Newton	N	Foote, Cone, & Belding Communications, Inc.	Director	C	Private sector firm
Minow	Newton	N	Manpower Inc.	Director	C	Private sector firm
Minow	Newton	N	AON Corp.	Director	C	Private sector firm

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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--RND

Last name	First name	MI	Firm	Position	FY93	Affiliation
Minow	Newton	N	Tribune Co.	Director	C	Private sector firm
Minow	Newton	N	Sara Lee Corp.	Director	C	Private sector firm
Minow	Newton	N	Sidley & Austin	Counsel	C	Private sector firm
Minow	Newton	N	Notre Dame University	Trustee	C	University
Minow	Newton	N	Northwestern University	Life Trustee	C	University with DOD R&D
Minow	Newton	N	RND, Board of Trustees	Chairman	P	DOD FFRDC
Minow	Newton	N	Federal Communications Commission	Chairman	P	Federal government
Minow	Newton	N	Mayo Foundation	Trustee	P	Other
Minow	Newton	N	Encyclopedia Britannica, Inc.	Vice President, General Counsel	P	Private sector firm
Mondale	Walter	F	RND	Trustee	C	DOD FFRDC
Mondale	Walter	F	Department of State	Ambassador to Japan	C	Federal government
Mondale	Walter	F	First Financial Fund, Inc.	Director	C	Private sector firm
Mondale	Walter	F	Black Rock Trusts	Director, Trustee	C	Private sector firm
Mondale	Walter	F	Encyclopedia Britannica, Inc.	Director	C	Private sector firm
Mondale	Walter	F	High Yield Plus Fund, Inc.	Director	C	Private sector firm
Mondale	Walter	F	Dorsey & Whitney	Partner	C	Private sector firm
Mondale	Walter	F	Continental Assurance Co.	Director	C	Private sector firm
Mondale	Walter	F	Continental Casualty Co.	Director	C	Private sector firm
Mondale	Walter	F	U.S. Senate	Member	P	Federal government
Mondale	Walter	F	United States	Vice President	P	Federal government
Morrisett	Dr. Lloyd	N	RND	Chairman, Trustee	C	DOD FFRDC
Morrisett	Dr. Lloyd	N	Markie Foundation	President	C	Other
Morrisett	Dr. Lloyd	N	Haskins Labs	Director	C	Private sector firm
Morrisett	Dr. Lloyd	N	Carnegie Corp, New York	Vice President	P	Other
Munro	J	R	RND	Trustee	C	DOD FFRDC
Munro	J	R	KMart Corp.	Director	C	Private sector firm
Munro	J	R	Kellogg Co.	Director	C	Private sector firm
Munro	J	R	Genentech, Inc.	Director	C	Private sector firm
Munro	J	R	IBM	Director	C	Private sector firm--DOD
Munro	J	R	Mobil Corp.	Director	C	Private sector firm--DOD
Munro	J	R	Colgate University	Trustee	C	University
Munro	J	R	Time Warner Inc.	President, CEO	P	Private sector firm
O'Neill	Paul	H	RND	Trustee	C	DOD FFRDC
O'Neill	Paul	H	Gerald R. Ford Foundation	Director	C	Other
O'Neill	Paul	H	California State University Foundation	Member, Advisory Board	C	Other
O'Neill	Paul	H	Alcoa, Inc.	Chairman, CEO	C	Private sector firm
O'Neill	Paul	H	Manpower Demonstration Research Corp.	Director	C	Private sector firm
O'Neill	Paul	H	General Motors Corp.	Director	C	Private sector firm--DOD
O'Neill	Paul	H	University of Virginia, Center of Public Affairs	Member	C	University

**Appendix IV  
Trustee Fiscal Year 1993 Affiliations by  
Category**

**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--RND**

Last name	First name	MI	Firm	Position	FY93	Affiliation
O'Neill	Paul	H	Harvard University	Board of Visitors	C	University with DOD R&D
O'Neill	Paul	H	Office of Management and Budget	Deputy Director	P	Federal government
O'Neill	Paul	H	National Westminster Bancorp Inc.	Director	P	Private sector firm
O'Neill	Paul	H	International Paper Co.	President	P	Private sector firm
Reed	John	S	RND	Trustee	C	DOD FFRDC
Reed	John	S	Spencer Foundation	Director	C	Other
Reed	John	S	Monsanto Co.	Director	C	Private sector firm
Reed	John	S	Citicorp	Chairman, CEO	C	Private sector firm
Reed	John	S	Philip Morris Inc.	Director	C	Private sector firm
Reed	John	S	MIT	Director	C	University with DOD R&D
Reed	John	S	United Technologies Corp.	Director	P	Private sector firm--DOD
Rice	Dr. Condoleeza		RND	Trustee	C	DOD FFRDC
Rice	Dr. Condoleeza		Strategic Air Command Advisory Panel	Member	C	Military
Rice	Dr. Condoleeza		ABC News	Consultant	C	Private sector firm
Rice	Dr. Condoleeza		Transamerica Corp.	Director	C	Private sector firm
Rice	Dr. Condoleeza		Chevron Corp.	Director	C	Private sector firm--DOD
Rice	Dr. Condoleeza		Stanford University	Provost	C	University with DOD R&D
Rice	Dr. Condoleeza		National Security Council	Director for Soviet Affairs	P	Federal government
Rice	Dr. Condoleeza		United States	Assistant to President	P	Federal government
Rice	Dr. Condoleeza		Joint Chiefs of Staff	Advisor	P	Military
Rice	Dr. Condoleeza		ABC Television	Consultant	P	Private sector firm
Rumsfeld	Donald	H	RND	Trustee	C	DOD FFRDC
Rumsfeld	Donald	H	Allstate Corp.	Director	C	Private sector firm
Rumsfeld	Donald	H	ABB ASEA Brown Boveri Limited	Director	C	Private sector firm
Rumsfeld	Donald	H	Amylin Pharmaceuticals Inc.	Director	C	Private sector firm
Rumsfeld	Donald	H	Kellogg Co.	Director	C	Private sector firm
Rumsfeld	Donald	H	Metricom, Inc.	Director	C	Private sector firm
Rumsfeld	Donald	H	Sears, Roebuck and Co.	Director	C	Private sector firm
Rumsfeld	Donald	H	Tribune Co.	Director	C	Private sector firm
Rumsfeld	Donald	H	Gilead Sciences, Inc.	Director	C	Private sector firm
Rumsfeld	Donald	H	General Instrument Corp.	Chairman, President, CEO	C	Private sector firm
Rumsfeld	Donald	H	Gulfstream Aerospace Corp.	Director	C	Private sector firm--DOD
Rumsfeld	Donald	H	Princeton University	Trustee	C	University with DOD R&D
Rumsfeld	Donald	H	U.S. House of Representatives	Member	P	Federal government
Rumsfeld	Donald	H	DOD	Secretary	P	Military
Rumsfeld	Donald	H	NATO	U.S. Ambassador	P	Other
Rumsfeld	Donald	H	G.D. Searle & Co.	President, CEO	P	Private sector firm
Scowcroft	Gen. Brent		RND	Trustee	C	DOD FFRDC
Scowcroft	Gen. Brent		Presidential Commission on Defense	Member	C	Military

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Trustee Fiscal Year 1993 Affiliations by  
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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--RND

Last name	First name	MI	Firm	Position	FY93	Affiliation
Scowcroft	Gen. Brent		President's Commission on Strategic Forces	Chairman	C	Military
Scowcroft	Gen. Brent		Kissinger Associates, Inc.	Vice Chairman	C	Private sector firm
Scowcroft	Gen. Brent		National Bank of Washington	Director	C	Private sector firm
Scowcroft	Gen. Brent		Pennzoil Co.	Director	C	Private sector firm
Scowcroft	Gen. Brent		Scowcroft Group	Owner	C	Private sector firm
Scowcroft	Gen. Brent		Northrop Corp.	Director	C	Private sector firm--DOD
Scowcroft	Gen. Brent		United States	Assistant to the President	P	Federal government
Scowcroft	Gen. Brent		Air Force Air University	Board of Visitors	P	Military
Scowcroft	Gen. Brent		DOD	Assistant Secretary	P	Military
Seldin	Donald	W	RND	Trustee	C	DOD FFRDC
Seldin	Donald	W	U.S. Surgeon General	Consultant	C	Federal government
Seldin	Donald	W	Eli Lilly Co.	Consultant	C	Private sector firm
Seldin	Donald	W	Texas University Medical School	Professor	C	University
Thomson	Dr. James	A	RND	President, CEO, Trustee	C	DOD FFRDC
Thomson	Dr. James	A	Texas Biotechnology Corp.	Director	C	Private sector firm
Thomson	Dr. James	A	National Security Council	Member	P	Federal government
Thomson	Dr. James	A	DOD	Analyst, Office of the Secretary	P	Military
Volcker	Paul	A	RND	Trustee	C	DOD FFRDC
Volcker	Paul	A	James D. Wolfensohn, Inc.	Chairman	C	Private sector firm
Volcker	Paul	A	Princeton University	Professor	C	University with DOD R&D
Volcker	Paul	A	Federal Reserve Bank of New York	President	P	Federal government
Volcker	Paul	A	Federal Reserve System	Chairman, Board of Governors	P	Federal government
Wheelon	Dr. Albert	D	RND	Trustee	C	DOD FFRDC
Wheelon	Dr. Albert	D	ASP	Trustee	C	DOD FFRDC
Wheelon	Dr. Albert	D	California Institute of Technology	Trustee	C	University with DOD R&D
Wheelon	Dr. Albert	D	Central Intelligence Agency	Deputy Director	P	Federal government
Wheelon	Dr. Albert	D	Foreign Intelligence Advisory Board	Member	P	Federal government
Wheelon	Dr. Albert	D	Defense Science Board	Member	P	Military
Wheelon	Dr. Albert	D	Hughes Aircraft Co.	Chairman, CEO	P	Private sector firm
Wheelon	Dr. Albert	D	MIT	Visiting Professor	P	University with DOD R&D
Wheelon	Dr. Albert	D	University of California, Los Angeles	Visiting Professor	P	University with DOD R&D
Zwick	Dr. Charles	J	RND	Trustee	C	DOD FFRDC
Zwick	Dr. Charles	J	ASP	Trustee	C	DOD FFRDC
Zwick	Dr. Charles	J	Manville Corp.	Director	C	Private sector firm
Zwick	Dr. Charles	J	Bell South Telecommunications Inc.	Director	C	Private sector firm
Zwick	Dr. Charles	J	University of Miami	Trustee	C	University
Zwick	Dr. Charles	J	Office of Management and Budget	Director	P	Federal government
Zwick	Dr. Charles	J	Southeast Banking Corp.	Chairman, CEO	P	Private sector firm

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TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--SEI

Last name	First name	MI	Firm	Position	FY93	Affiliation
Baciocco, Jr.	Adm. Albert	J	SEI	Trustee	C	DOD FFRDC
Baciocco, Jr.	Adm. Albert	J	Vectra Technologies Inc.	Director	C	Private sector firm
Baciocco, Jr.	Adm. Albert	J	Giddings & Lewis Inc.	Director	C	Private sector firm
Baciocco, Jr.	Adm. Albert	J	Honeywell Inc.	Director	C	Private sector firm--DOD
Baciocco, Jr.	Adm. Albert	J	Navy, R&D Testing and Evaluation	Director	P	Military
Bement	Dr. Arden	L	SEI	Trustee	C	DOD FFRDC
Bement	Dr. Arden	L	Lord Corp.	Director	C	Private sector firm
Bement	Dr. Arden	L	Keithley Instruments, Inc.	Director	C	Private sector firm
Bement	Dr. Arden	L	Purdue University	Professor	C	University with DOD R&D
Bement	Dr. Arden	L	DOD	Deputy Under Secretary	P	Military
Bement	Dr. Arden	L	Advanced Research Projects Agency	Director, Materials Science	P	Military
Bement	Dr. Arden	L	TRW, Science & Technology	Vice President	P	Private sector firm--DOD
Dinneen	Dr. Gerald	P	SEI, Board of Trustees	Chairman	C	DOD FFRDC
Dinneen	Dr. Gerald	P	NASA	Consultant	C	Federal government
Dinneen	Dr. Gerald	P	Air Force	Consultant	C	Military
Dinneen	Dr. Gerald	P	DOD	Consultant	C	Military
Dinneen	Dr. Gerald	P	Navy	Consultant	C	Military
Dinneen	Dr. Gerald	P	LLB	Employee	P	DOD FFRDC
Dinneen	Dr. Gerald	P	DOD	Assistant Secretary	P	Military
Dinneen	Dr. Gerald	P	Honeywell Inc.	Vice President	P	Private sector firm--DOD
Eastman	Neil		SEI	Trustee	C	DOD FFRDC
Eastman	Neil		Motorola, Software Development	Director	C	Private sector firm--DOD
Gailliot	Dr. Henry	J	SEI	Trustee	C	DOD FFRDC
Gailliot	Dr. Henry	J	Federated Research Corp.	Senior Vice President	C	Private sector firm
Marsh	Gen. Robert	T	MTR	Trustee	C	DOD FFRDC
Marsh	Gen. Robert	T	SEI	Trustee	C	DOD FFRDC
Marsh	Gen. Robert	T	Air Force Institute of Technology	Member	C	Military
Marsh	Gen. Robert	T	Converse Government Systems Corp.	Director	C	Private sector firm
Marsh	Gen. Robert	T	Cimflex Teknowledge Corp.	Director	C	Private sector firm
Marsh	Gen. Robert	T	Flight International Corp.	Director	C	Private sector firm
Marsh	Gen. Robert	T	Ithaco Corp.	Director	C	Private sector firm
Marsh	Gen. Robert	T	Thiokol Corp.	Director	C	Private sector firm--DOD
Marsh	Gen. Robert	T	CAE-Link Corp.	Director	C	Private sector firm--DOD
Marsh	Gen. Robert	T	Air Force Systems Command	Commander	P	Military
Martin	Dr. Edith	W	SEI	Trustee	C	DOD FFRDC
Martin	Dr. Edith	W	Sallie Mae	Executive Vice President	C	Federal government
Martin	Dr. Edith	W	Advisory Committee Los Alamos National Lab	Member	C	Non-DOD FFRDC
Martin	Dr. Edith	W	Immunex Corp.	Director	C	Private sector firm
Martin	Dr. Edith	W	Information Resources, Inc.	Director	C	Private sector firm

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**TRUSTEE FISCAL YEAR 1993 AFFILIATIONS BY CATEGORY--SEI**

Last name	First name	MI	Firm	Position	FY93	Affiliation
Martin	Dr. Edith	W	Medtronic, Inc.	Director	C	Private sector firm
Martin	Dr. Edith	W	Photonics Spectra magazine	Director	C	Private sector firm
Martin	Dr. Edith	W	Boeing Defense & Space Center	Vice President	C	Private sector firm--DOD
Martin	Dr. Edith	W	DOD	Deputy Under Secretary	P	Military
Martin	Dr. Edith	W	Control Data Corp.	Executive Director	P	Private sector firm
Salisbury	Gen. Alan	B	SEI	Trustee	C	DOD FFRDC
Salisbury	Gen. Alan	B	Sybase, Inc.	Director	C	Private sector firm
Salisbury	Gen. Alan	B	Learning Tree International, Inc.	President, U.S. Operations	C	Private sector firm
Salisbury	Gen. Alan	B	Maryland University, Engineering College	Member, Board of Visitors	C	University with DOD R&D
Wulf	William	A	SEI	Trustee	C	DOD FFRDC
Wulf	William	A	Michael Baker Corp.	Director	C	Private sector firm
Wulf	William	A	University of Virginia	Professor	C	University
Wulf	William	A	National Science Foundation	Assistant Director	P	Federal government
Wulf	William	A	Computer Research Associates	Director	P	Private sector firm
Wulf	William	A	Tartan Labs	Chairman, CEO	P	Private sector firm
Wulf	William	A	Carnegie-Mellon University	Professor	P	University with DOD R&D

# Major Contributors to This Report

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